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PROPOSAL FOR THE ACQUISITION
AND ADDITIONAL DEVELOPMENT OF THE

BOSTON PUBLIC LIBRARY

GOVERNMENT CENTER GARAGE PARCEL

Property Of
BOSTON REDEVELOPMENT AUTHORITY
Library

SUBMITTED TO

THE CITY OF BOSTON
KEVIN H. WHITE MAYOR

THE BOSTON REDEVELOPMENT AUTHORITY
ROBERT J. RYAN DIRECTOR

JANUARY 10 1983

DEVELOPER

CENTER GARAGE ASSOCIATES
536 GRANITE STREET
BRAINTREE MASSACHUSETTS 02184

ARCHITECTS:

KALLMANN, MCKINNELL & WOOD, INC.
127 TREMONT STREET
BOSTON MASSACHUSETTS 02108

VITOLS ASSOCIATES
1230 STATLER OFFICE BUILDING
BOSTON MASSACHUSETTS 02116

OPERATIONS AND
MANAGEMENT CONSULTANTS

SCHWARTZ PARKING, INC.
60 WASHINGTON STREET
HARTFORD CONNECTICUT 06106



PEABODY
builders

CONSTRUCTION
consultants

CO., INC.
developers

January 10, 1983

Robert J. Ryan, Director
Boston Redevelopment Authority
Boston City Hall
1 City Hall Plaza
Boston, MA 02201

GOVERNMENT CENTER GARAGE PARCEL

Dear Mr. Ryan:

In response to the Request for Proposals for the Sale and Additional Development of the Government Center Garage, I am pleased to offer for your consideration the following proposal from Center Garage Associates. The proposal contains all requested exhibits, a certified check for \$5,000.00, of which we understand \$2,500.00 is refundable if we are not designated developer for this parcel, and detailed information outlining our program for the successful transfer and development of the garage property.

Our proposal is highlighted by an innovative economic package that is conservatively estimated to produce an aggregate amount of \$41,500,000.00 in public benefits over the depreciable life of the project.

Our development team reflects the demonstrated experience, capacity and financial resources required to implement a development project of this degree of complexity.

Center Garage Associates is a partnership whose General Partners are Center Garage Development, Inc. (Edward A. Fish, President), and Peabody Construction Co., Inc.

We have chosen two distinctive architectural firms, both with specific knowledge of the Government Center Garage. Kallmann, McKinnell & Wood Architects, Inc. were the designers of the Government Center Garage in conjunction with Glaser-deCastro Associates. Victor Vitols was the project manager of the Government Center Garage as representative of Glaser-deCastro.



Robert J. Ryan, Director
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Schwartz Parking, Inc. will provide consulting services on the operation and management of the parking facilities.

Robert F. Walsh Associates is providing real estate development consulting services.

Aiding in the analysis of the impact of the parking traffic on the adjacent arteries will be S G Transportation Consultants.

A key component of the proposal is the marketing of the proposed office space. The first stage of our comprehensive development approach will include a marketing strategy program aimed at the identification of the potential tenancy of the office space followed by an intense marketing effort.

Our development strategy, explained in detail in other sections of this proposal, is guided by our desire to maximize the efficiency of the property as a commercial parking facility, produce immediate revenue to the City of Boston, capitalize on the potential for additional development through the introduction of office and retail uses, offer the City an opportunity to participate in the expanded development, and to create the necessary linkage between the North Station area and the Quincy Market area.

The economic benefits of this proposal are essentially twofold in an attempt to respond to short term and long term needs of the City.

- (1) Center Garage Associates offers to purchase the existing garage facility, subject to negotiation, for the sum of \$16,000,000.00.
- (2) Center Garage Associates proposes further to produce a series of innovative participatory elements that will result in an estimated \$1,700,500.00 in public benefits. These elements include the following:

ESTIMATED VALUE

A.	Substantive participation by the City of Boston in the income derived from an air rights lease ---	\$ 75,000.00
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Robert J. Ryan, Director
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	<u>ESTIMATED VALUE</u>
B. Reservation of 500 overnight parking spaces to City of Boston residents at a discounted rate ---	\$ 547,500.00
C. Dedication of 2,000 square feet of retail space to a non-profit corporation designated by the City of Boston -----	\$ 28,000.00
D. Annual Real Estate Tax Payment on Garage Facility -----	\$ 600,000.00
E. Annual Real Estate Tax Payment on Air Rights Development -----	<u>\$ 450,000.00</u>
<u>Total Estimated Annual Value -----</u>	<u>\$1,700,500.00</u>
 Total Estimated Value Over Depreciable Life (15 Years) -----	 \$25,507,500.00
Purchase Price for Garage Parcel -----	<u>\$16,000,000.00</u>
<u>Total Aggregate Value -----</u>	<u>\$41,507,500.00</u>

The development team, with its singular degree of relevant experience, has analyzed this project in great detail, mindful of the needs of the City of Boston and the constraints of the private investment market. We are confident that our proposal responds to the variety of objectives in a realistic manner.

We are prepared to implement this proposal immediately to generate the necessary revenue to the City of Boston and to complete our Master Plan in an agreed upon schedule.

Robert J. Ryan, Director
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We look forward to working with you on this exciting venture.

Sincerely,

CENTER GARAGE ASSOCIATES

By: Center Garage Development, Inc.,
It's General Partner



Edward A. Fish, President

By: Peabody Construction Co., Inc.,
It's General Partner



Joseph C. Rettman
Vice-President

EAF/nal

Enclosures

(HAND-DELIVERED)

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I NARRATIVES

A. Project Summary

PROJECT SUMMARY

This proposal is based on a comprehensive development approach which will allow for the immediate purchase of the property and a staged development of the garage improvements, site improvements, retail and office construction, which will maximize the financial return available to the City.

The development program is comprised of the following components:

- (1) Upgraded parking facility, with structural and cosmetic improvements, providing "state of the art" equipment, upgraded lighting and improved operations and management by using the garage as it was originally designed.
- (2) 23,000 gross square feet of retail area at ground level to create a more active pedestrian-oriented atmosphere.
- (3) Provide site improvements that will enhance the garage and commercial activity and also serve as a visual link from North Station to Government Center.
- (4) 151,000 gross square feet of office development designed as "back office" space, or as an alternative prime office space, with direct participation by the City of Boston.
- (5) Office development will be separate from the garage/retail activity in terms of operation, access, and design. The space will be designed to accommodate market demand.
- (6) Potential for 10,200 gross square foot health club with an outdoor track and exercise area.
- (7) Employment objectives of 940 temporary jobs and 760 permanent jobs.

I NARRATIVES

B. Comprehensive Development Plan

COMPREHENSIVE DEVELOPMENT PLAN

Center Garage Associates proposes a staged development program responsive to market conditions and contingent upon a negotiated scheduling of the various components.

This approach provides the opportunity for an immediate purchase of the parking garage with a phased sequence of additional components that can respond to both the City's needs and the private market, thereby integrating both short term and long term objectives in one development program.

Our analysis of the history of the garage reveals less than adequate operation which is reflected in the amount of revenue received by the City through the years. The comprehensive development approach immediately corrects this situation through operation and initial upgrading of the facility with the most modern computerized equipment, providing new lighting throughout the garage in order to increase the quality and intensity of the light in the structure, and identifying and correcting all latent structural and major cosmetic problems. Concurrently, through Schwartz Associates, a major maintenance program will be enacted as well as the establishment of "state of the art" operational procedures.

While the facility is undergoing the necessary physical and operational improvements, the marketing program for the ground floor retail space will be undertaken. The retail activity is critical both as a reinforcement to the parking facility and to create desired pedestrian activity and a resultant sense of security.

To complement the retail activity and the overall appearance of the property, on-site improvement to lighting, paving, landscaping, and street furniture will take place.

Subsequently, our strategy envisions approximately 150,000 gross square feet of office space through the construction of two new floors to the structure. The final design of this space will be determined by the results of the marketing program. This marketing effort will be initiated immediately upon acquisition of the property.

Parking Garage

Although the Government Center Parking Garage was designed for optimum utilization, there are two major reasons that have prevented this facility from achieving its economic potential:

- (1) Past operations and maintenance programs appear to have been inadequate.
- (2) Vehicular and pedestrian orientation is perceived as confusing and complicated. In fact, the existing operation fails to take advantage of circulation systems inherent in the original design.

The effect is an inefficient access and egress system which discourages maximum utilization.

Center Garage Associates proposes to incorporate the original design scheme in its operation of the facility. In keeping with the operating standards in effect in other locations, proper signage, lighting, cleaning and security measures will be the rule rather than the exception.

Retail/Site Improvements

The redevelopment of the Government Center Garage Parcel offers an opportunity to expand on the original design by providing convenience orientated retail space on the ground floor.

Moreover, this space can be of benefit to the City by providing a link from the development activity proposed at North Station to the Government Center/Quincy Market districts.

This linkage can be created through the development of retail space along Congress Street under the Garage at the Haymarket, MBTA station under the Garage, and along New Sudbury Street. Activating these dormant areas with retail uses that support the surrounding activities (i.e., newspaper stand, drug store, restaurant facilities) will again reinforce the pedestrian's sense of security and reflect a strong urban fabric.

This retail development would be embellished through site improvements such as brick paving, lower scale lighting, landscaping where possible, and street furniture.

Office

The approximately 151,000 gross square feet of office space is designed in two separate levels above the existing parking structures in accordance with the B.R.A. design guidelines. In analyzing the office market potential, particularly for so-called "back office" space, G.C.A. decided to treat this component as a separate development and to propose a disposition agreement with the City that incorporates not only the value of the air rights but to the extent possible the risks involved in mixed-use real estate developments. In effect, G.C.A. proposes to negotiate an agreement with the City whereby the City will

participate in the air rights development. Rather than sales proceeds, the City will receive substantive participation in the form of shared lease payments derived from the air rights development. In this way, the City can directly involve itself in the development.

The air rights design is flexible and can satisfy either the "back office" market or, with more elaborate design approach, prime office space can be attained. Obviously, no matter what market the office space attains, it will be unique by virtue of its location above a 2,000 car parking structure.

A contemplated ancillary feature of the air rights will be a health club with a running track open for membership to the general public.

I NARRATIVES

C. Relevant Experience

RELEVANT EXPERIENCE

The Development Team assembled for the purchase and air-rights development of the Government Center Garage Parcel, combines substantial experience in the development, construction, and management of mixed-use developments, as well as in the public development process.

Edward A. Fish, President of Peabody Construction Co., Inc. is co-developer/owner, and general contractor for the Dock Square garage. In its experience, Peabody has developed and/or constructed over 4,000 structural parking spaces and over 175,000 square feet of mixed-use retail/commercial projects. ✓

Kallmann, McKinnell & Wood Architects, Inc. were the original design architects for the Government Center Garage. They were responsible for creating the architectural language that exists in the key buildings in Government Center, including Boston City Hall. Any adaptation to the existing architecture would be properly translated through their sensitive insight into original garage design. Glaser-deCastro co-authored this building with Kallmann, McKinnell & Wood. Victor Vitols represented Glaser-deCastro as project manager. ✓

Schwartz Parking, Inc., headed by Michael H. Schwartz, President, has been in the business of parking facility management for over fifty years. Schwartz manages over 25,000 spaces in eighteen garages in ten cities plus open lots for a total of sixty locations.

Robert F. Walsh has 15 years experience in the development field. Formerly Director of the Boston Redevelopment Authority, Mr. Walsh has extensive background in urban development and has a unique understanding of the complexities of a project of this magnitude.

S G Associates have been involved in projects of a similar scale in Washington, D.C., Philadelphia, and were instrumental in the transportation related issues of Boston's Downtown Crossing project.

Brown and Rona were the original structural engineers for the Government Center Garage. Their in depth knowledge of the building will be invaluable in the analysis of the structure and subsequent repair and maintenance.

II PROJECT PRO-FORMAS

GOVERNMENT CENTER PARKING GARAGE/OFFICE COMPLEX

GARAGE PRO FORMA

PROJECTED COSTS (1983)

Base Purchase Price -----	16,000,000
Retail Construction and Garage Improvements -----	1,500,000
Development Costs -----	<u>500,000</u>
<u>TOTAL GARAGE COST</u> -----	18,000,000
<u>EQUITY</u> -----	1,000,000
<u>DEBT</u> -----	17,000,000

CASH FLOW (1986)

Garage Income -----	4,840,000
Retail Income (21,000 g.s.f. X \$14/s.f.) -----	294,000
Garage Expenses -----	(1,633,000)
Retail Expenses (23,000 s.f. X \$3/s.f.) -----	(69,000)
Retail Vacancy (20%) -----	(59,000)
Taxes -----	(600,000)
Debt Service ((14-7/8% @ 25 Years) -----	(2,560,000)

AVAILABLE FOR CONTINGENCIES & DISTRIBUTION -- 213,000

Retention by
or Fowler?

Revenue
As per 12/8

GOVERNMENT CENTER PARKING GARAGE/OFFICE COMPLEX

OFFICE PRO FORMA - 2 LEVEL BACK OFFICE SPACE

(CONSTRUCTION START 1984)- (OCCUPANCY 1986)

Hard Construction Costs - Office (151,000 X \$70/s.f.) -----	10,570,000
Architectural and Engineering -----	575,000
Surveys and Permits -----	135,000
Insurance and Testing -----	50,000
Legal -----	150,000
Marketing & Real Estate Commissions -----	575,000
Construction Interest - 13% for 2 years @ 1/2 Mortgage -	1,718,000
Financing and Mortgage Fees -----	420,000
Letters of Credit -----	40,000
Accounting -----	15,000
Developer's Overhead and Fee -----	900,000
Project Contingency and Rentup -----	750,000
<u>TOTAL PROJECT COST</u> -----	15,898,000
<u>EQUITY</u> -----	<u>(3,179,000)</u>
<u>DEBT</u> -----	12,719,000

INCOME

151,000 X 85% Efficiency = 128,350 n.s.f.	
1986 Occupancy: 128,350 X 27 Net/Net/Net <u>GRO</u> -----	3,465,000
<u>VACANCY</u> at 5% -----	(173,000)
<u>EXPENSES</u> - \$4 per net rentable square foot -----	(513,000)
<u>Less:</u> Air Rights -----	(150,000)
<u>TAXES</u> -----	(450,000)
<u>DEBT SERVICE</u> - 12,718 X 12% for 15 Years -----	(1,822,000)
<u>CASH AVAILABLE FOR CONTINGENCIES AND DISTRIBUTION</u> -----	357,000

III GARAGE OPERATION



SCHWARTZ PARKING, INC.
OPERATIONS · MANAGEMENT · CONSULTING

Michael H. Schwartz, President

December 17, 1982

Mr. Edward A. Fish, President
Peabody Construction Co., Inc.
536 Granite Street
Braintree, Mass. 02184

Re: Government Center Garage - Boston

Dear Ed:

Please find enclosed a pro-form Income and Expense Budget for the operation of the above-captioned facility. This budget is subject to the following notes:

1. The garage will be open 6:00 a.m. to midnight, seven days a week.
2. The parking fees will be \$5.00 daytime and \$4.00 evening.
3. The entry drum will be reversible and act as an exit during the late afternoon.
4. The operation of the garage will remain as it is with no monthly parking.
5. Real estate taxes, depreciation, and mortgage interest have not been considered in the budget.
6. Security will be provided by an armed security guard on duty at all times the garage is open.
7. Electrical costs are a "best guess". Feel free to change them if you see fit.
8. Repairs and maintenance include maintenance contracts on a sweeper, 2 Cushman patrol vehicles, and the elevators.
9. Equipment amortization is predicated upon a \$450,000 cost, amortized five years, straight-line.
10. The entire budget presumes that the garage will be put into first class shape prior to the start of operations.



Peabody Construction Co., Inc
Page 2
December 17, 1982

The Rusco equipment representative is Jim Rawlinson, (617) 543-4891,
38 Mechanic Street, Suite 5, Foxboro, Mass. 02035.

If there are any questions, please call me.

Cordially,

A handwritten signature in cursive script, reading 'Mike', is positioned above the typed name.

Michael H. Schwartz

MHS/fps
Encls.



Government Center Garage - Boston
Peabody Construction Co., Inc.

Total Income \$4,000,000.

Operating Expenses:

Management Fee	150,000.
Payroll	188,250.
Uniforms	4,100.
Repairs & Maintenance	80,000.
Snow Removal	12,000.
Light and Power, etc.	165,000.
Damage Claims	1,000.
Tickets	7,000.
Advertising	700.
Data Processing	12,000.
Operating Supplies	5,500.
Telephone	8,000.
FICA Tax	12,613.
State Unemployment	6,024.
Federal Unemployment	1,318.
Employee Pension	9,412.
Employee Benefits	9,500.
Workmens' Comp. Ins.	4,047.
Garage Liab. Insurance	7,000.
Fire & Theft Insurance	1,700.
Misc. Expense	10,000.
Equipment Amortization	90,000.
Security	<u>50,000.</u>

Total Expenses \$835,164.



SCHWARTZ PARKING, INC.
OPERATIONS • MANAGEMENT • CONSULTING

Michael H. Schwartz, President

December 27, 1982

Peabody Construction, Inc.

536 Granite Street

Braintree, MA 02184

Attn: Edward P. Fish, President

Re: Government Center Garage

We have examined the above captioned garage and the potential operation by our firm in the event you should purchase this facility. You have already received under separate cover our proforma Operating and Expense Budget.

In order to bring this garage up to the standards of a first class facility, it will be necessary to spend a considerable amount of money. The items that we see immediately that are necessary are as follows:

- 1) Replace present lighting with high pressure sodium fixtures.



- 2) Rewire said lights so that they may be switched during the day in a manner desired to conserve energy.
- 3) Repair all floor areas that are presently spalled and cracked.
- 4) Repair and upgrade existing elevators.
- 5) Purchase and install state of the art revenue and vehicle control systems.
- 6) Purchase a sweeper and two Cushman vehicles.
- 7) Restripe and repaint.

It is our intention to staff the garage to a much greater level than presently exists and to have all such staff properly uniformed and trained. We will also provide armed security guards patrolling the garage in Cushman vehicles at all times the garage is open for business.

It is our opinion that in order for this garage to serve the community for which it exists and to attract more business than it currently enjoys, it will be necessary to operate in

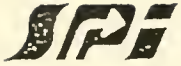


the best manner possible and to provide to the public a clean, well lighted, courteously staffed facility. By following such a plan benefits will be provided to everyone concerned including the patrons, the owners and the community in general.

In order that you understand our firm, its reputation and its policies, please find following a description of who we are and what we do.

Schwartz Parking was founded in 1928 in Hartford, Connecticut and has been in the business of successfully owning, leasing and managing parking facilities since that time. At the present time, we operate 60 locations including 18 garages in 10 cities. These locations comprise in excess of 25,000 parking spaces.

The parking locations we operate include garages ranging from 200 spaces to 1,500 spaces serving employee parking, commercial, monthly and transient parking, hotel parking and parking for the general public.

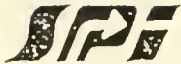


Some of the surface lots that we operate are for employee parking as well as commercial parking, but also include facilities which serve event parking such as Milford Jai Alai and Bridgeport Jai Alai. As you can see, our range of experience in the facilities that we operate, and have operated in the past, covers the entire range of parking services.

Please find following a list of references you may feel free to contact. We have not forewarned these people of your possible inquiry.

Warren Healey, General Manager
Constitution Plaza, Inc.
One Constitution Plaza
Hartford, CT

Henry Mulhern, Chief Engineer
Malden Redevelopment Agency
Government Center
Malden, MA



-5-

Richard Mulready, President
Servus Corporation
One Financial Plaza
Hartford, CT

Ron Devicino, General Manager
Peter Savin Properties
60 Washington Street
Hartford, CT

John Barber, Director of Major Properties
Real Estate Investment
Massachusetts Mutual Life Insurance
Springfield, MA

Brian Condon, Vice President of Admin.
Yale New Haven Hospital
New Haven, CT

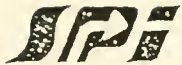
Robert Flanagan, Director of Real Estate
City of New London



Anthony Capella, General Manager
Bridgeport Jai Alai
Bridgeport, CT

Albert O. White, President
A. O. White
Baystate West
Springfield, MA

Our company has four key executives; Michael H. Schwartz, President; Sherman H. Liftig, Executive Vice President; (Mrs.) Francine P. Scricca, Administrative Vice President and Richard A. Stowell, Controller. Depending upon the subject matter to be discussed, any or all of us are continually available to our clients for whatever reason our client deems necessary. We consider this availability so important that we have deliberately limited the size of our company and the number and location of its operations so that such availability will exist. Unfortunately, this benefit is rarely available from the large firms whose interests are nationwide in scope.

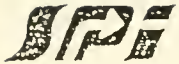


While every parking facility may run on its own to a certain extent, on a day-to-day basis operational guidance and supervision is supplied from the Home Office to all field personnel and supervisory managers. Not only do we own a substantial computer in our Home Office, but the size of our organization and the number of personnel of all types employed by us allows us to cover all personnel contingencies at any location at a moment's notice. In addition, company employed supervisors oversee all locations on a daily basis. All payroll and labor cost is handled through the Home Office computer together with the filing of all reports and the payment of all payroll-related taxes and costs. The purchase of all major merchandise and services, as well as payment for such, is handled from the Home Office unless the client directs otherwise. The Home Office retains both General legal counsel and counsel in such specialized fields as Labor Law and Personnel Relations. All uninsured claims are handled through the Home Office and all necessary insurance for any facility may be provided by our blanket policies carried through the Home Office. In short, the Home Office is actively involved on a constant basis with field operations.



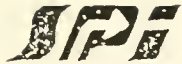
Although the parking industry generally relies on a lower wage scale personnel to fill routine positions, we have found that by hiring retirees, we have been much more successful in attracting a higher level of individual to a part-time job. We feel that the administration of our personnel is excellent. We have no union involved except in one location in Bridgeport where we inherited the union when we took over from a prior operator.

Generally speaking, our personnel are recruited from the Hartford job market. This recruitment takes place in the form of newspaper advertisements as well as State and Municipal agencies involved with the unemployed. At the present time, our work force is 50% minorities and women. These figures tend to remain fairly constant with very little fluctuation. Training is ordinarily done on the job; however, this does not mean that the training necessarily takes place in the location to which the trainee is finally assigned. In most cases, the trainee receives his experience at an established location and is then transferred to the new location. In your case however, it is our initial plan to staff your garage with experienced personnel. This is especially true as regards the on-site assistant manager.



Presently, our wage rates range from the starting wage of \$3.75 - \$4.00 per hour up to \$5.00 - \$6.00 per hour for maintenance personnel including the sweeper operator. Managers and Assistant Managers salaries range from \$14,000 to \$36,000 per year depending upon responsibility, size of operation and experience.

Our regard for our personnel is sensitive and extensive and we provide to all qualified employees company-paid health and major medical plans for themselves and their dependants as well as a company-paid pension plan. In addition, we provide generous vacation and personal time benefits. I am enclosing a copy of our Employee Handbook and Benefits Booklets for your examination. At the present time, our pension plan is predicated on a company-paid contribution of 5% of gross income per employee; however, foreitures which remain in the plan have brought that down to 4.25%. Our Health and Major Medical Plan is \$47.00 per month per employee which is company paid. The cost of dependant coverage is \$73.00 per month additional of which the company pays half and the employee pays half. These rates include life insurance for the employee.

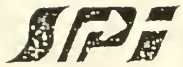


In addition to these benefits, employees are also entitled to earn sick time and personal time as discussed in the handbook. The cost of vacation time is included in the payroll expense on the included budget.

Please find following a partial representation of our clients.

Travelers Insurance Company
Constitution Plaza, Inc.
City of Malden, MA
City of New London, CT
Massachusetts General Hospital
Yale New Haven Hospital
Baystate West
Urban Investment and Development Corp.
Servus Corporation
Milford Jai Alai
Bridgeport Jai Alai

I believe the foregoing names speak for themselves as far as size and quality are concerned.



Reports from the Home Office are sent to clients 15 to 20 days subsequent to the month's end. I am enclosing samples of our reports for your examination. As you can see, our reporting is quite extensive and is supervised by our Home Office staff and administered through our Home Office computer. An analysis of the enclosed samples will indicate our ability to maintain a registry for our monthly parkers and to cross-foot that registry to monthly parking income as shown on the volume and statistical report. Please be aware that our computer also handles payroll, accounts receivable, accounts payable, daily input deposit summaries and more. We have retained our own programmer to expand our capabilities.

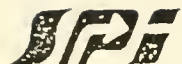
Reporting is handled on a consolidated and location-by-location basis. When all is said and done, the entire package of information is gathered together so as to produce a Profit and Loss statement for each facility as well as a consolidated P & L for an entire system when required.

When we are retained as a management firm, we view our role as that of implementing our clients' policies and directions.



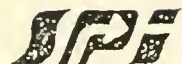
Since we do not accept the concept of blind implementation, we include in our role the obligation to render to the client certain advice predicated upon our extensive experience in parking management. We view our job as requiring us to bring to the attention of the client all the consequences which may arise out of implementation of the client's direction and then to assist the client in coming to a conclusion. After the client has arrived at the conclusion, we then carry out directions as given. The fact that we may agree or disagree with the conclusion reached has no bearing. As long as we have given the client as much advice and information as is possible, we feel that we have discharged our obligation.

There are as many methods of revenue control as there are parking locations and it is the level of revenue control sophistication that determines audit procedures. For example, your location with the latest computerized self-computing exit terminals together with electro-mechanical counters creates such a high level of control that auditing becomes almost routine. Such an obvious audit trail is created that the system becomes almost self-auditing. We require the on-side manager to hand audit a defined percentage of all tickets.



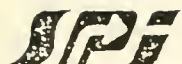
In addition, Home Office personnel will conduct unannounced field audits on an irregular basis as long as the audit reports are satisfactory. In the event an audit report creates any question, then both the ongoing audit and the Home Office audits will be increased. We, along with a handful of operators, are extremely control oriented and we will invariably recommend the highest level of revenue control that can demonstrate a return on investment.

I am enclosing a sample contract which sets out in detail the services which will be provided for the quoted fees. The only additional item, which would be charged as an expense of operation, is electronic data processing which is not included in the quoted fees. I would anticipate that the cost for data processing, which produces the reports included with this proposal, to be \$6,000 per year. Our reasons for not including the data processing cost as part of our fee is that there are many clients who have, or in the future will have, their own computer capability. By including data processing as part of the operating cost rather than the management fee, the owner retains the option to have the data processing work done on his own computer by his own personnel in the event such a procedure saves money.



Our fees for managing your facility would be 4% of the first million of gross sales per annum, 3% of the second million of gross sales per annum and 2% of all gross sales beyond two million per annum.

In almost all of our management operations, our responsibilities follow the term of the sample contract. As you can see, a general description of the division of responsibility is that we would be responsible in the entirety for operating the parking system subject to the owner's right to determine hours of operation, parking rates and total cost of operating. On the other hand, the owner would be responsible for all direct costs of operation as shown on the sample P & L. In the event we should be selected as the management firm, it is our intention to place the parking system operation under the authority of an assistant on-site manager who would be responsible for day-to-day operations and some contact with the client and tenant customers of the garage. In turn, this assistant manager would be responsible to a general manager who has responsibility for several major locations. The general manager will maintain closer contact with your firm and handle most of the tenant customer contact.



In addition, the general manager will be responsible for internal auditing of garage activity. Because our operating philosophy requires top level management to be involved with the daily operations of every location, the four top level management people will be involved with your operation on a daily basis. This not only means that both Sherman Liftig and I will be visiting the locations daily, it also means that Mrs. Scricca will be administering personnel and payroll at this location to be sure that all items remain within budget and within the operating plan. It also means that Richard Stowell will be checking all expenses and purchases and confirming delivery of all merchandise and services purchased. He will also be watchdogging budget vs. expenses.

In the event it becomes necessary or desirable in either your opinion or ours, to have a higher level manager on site, then we could assign a different manager to your facility and dispense with the partial responsibility of the general manager. This would of course be done only after consulting with you and receiving your authority.



Because of the large number of locations we operate in Hartford and the large number of employees, we can share employees among as many clients as necessary, charging to each client those hours the employee actually spends at each location. The actual hours would be indicated by the employee's timecard and I refer you to the labor cost printout. Any other costs which would be shared would be allocated on an actual time used basis.

Because of the size of our overall operation, we are able to obtain better prices due to our bulk purchasing power. When such is the case, these cost savings are passed on to the client to whom the products or services are rendered. Such items might include operating supplies, forms, uniforms, repairs and maintenance, etc.

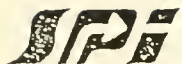
We are enclosing a sample of budget prepared through our Home Office computer. In almost all cases, we prepare a preliminary budget predicated upon our experience and knowledge. That budget is submitted to the owner to be reviewed. A meeting or meetings are then scheduled so that the owner and Schwartz Parking may discuss and finalize the budget on a line by line basis.



The budget is then reentered into the computer with copies to all parties concerned. The computer adopts the budget as part of the Profit and Loss statement (sample enclosed).

I have enclosed samples of our daily check-out sheets as well as our manual computer input sheet. Please note that all counter readings are included on these sheets together with the starting and ending ticket numbers including a breakdown showing the number of tickets in each price category. Computation of the sheet by the computer will then indicate the amount of cash that should have been collected. Proof of the amount due is further established by auditing tickets for accuracy of fee computation, physically checking the counter readers (the counters are non-resettable), and, if necessary, physically counting the number of cars in the location as many times a day as is necessary to establish control.

Now that I have described what might appear to be a nearly fool-proof control system, please allow me to issue a very serious caveat: studies by the United States Government and interviews and statements by well respected consultants and operators all



indicate the same conclusion, to wit; the operation of a cash business without proper revenue control can result in the loss of income of 20% and more, but even with the use of the most sophisticated equipment available, loss of income will never be reduced to 0%. Please understand that this warning is not an "excuse in advance" but only a realistic assessment. I am sure any competent firm will agree.

All receipts are deposited daily and we receive duplicate deposit slips which are also entered into the computer as part of the daily input. Using the procedures discribed above, the accuracy of those receipts will be determined daily. Therefore, at the end of the month our report will show a total amount collected, which is accurate, and will match exactly the total amount deposited. Disbursements are handled on a monthly basis from our office and paid out of the monthly advance from the owner. All such disbursements are shown on the monthly Profit and Loss statement and are supported by copies of purchase orders, checks, vouchers, job tickets and other evidence of receipt of and payment for such goods and services.



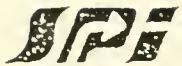
Please find following a list of enclosures

1. Budget
2. Profit and Loss Statement
3. Monthly Summary/Volume and Statistics - Individual
4. Daily Input Print
5. Payroll Register
6. Labor Cost Report
7. Monthly Parker Register - Alphabetic
8. Monthly Parker Register - Numerical
9. Monthly Parker Register by Employer
10. Employer Master Register
11. Daily Check-out Sheet
12. Computer Daily Input Sheet
13. Sample Contract
14. Employee Handbooks
15. Group Benefit Program Booklet
16. Pension Plan Booklet



It has been our policy that once we have been retained to operate a parking facility, it is our obligation to render what would ordinarily be called consulting service to the client as part of our contract. This would include consulting on new locations to be added to the system. By virtue of our membership in the National Parking Association and my position as a member of its Board of Directors, we are continually updated on the newest developments and operating procedures which we share with our clients. We constantly analyze market conditions in the area and recommend changes to keep abreast of such conditions. The balance of the services that we render are contained in the sample operating contract enclosed. As explained before, another service that we provide is data processing which is not ordinarily included in the operating fee.

Our business philosophy is predicated on the concept that we render only a service to the public. There is no product that our customer carries home. There is no meal that he has eaten. There is no entertainment that he has received. Therefore, we must render to that customer the highest level of service possible.



We are also extremely aware that we are handling the first or second most valuable possession of our customer, his car. We are, therefore, extremely conscious of security and attempt to provide the highest level possible. As stated before, our job is to carry out the owner's philosophy but more importantly, to carry out the owner's intent. That intent must be carried out within the realm of business ethics including, but not limited to, personal and corporate honesty and the old fashioned principle of fair play. We have never in the past, nor will we in the future, engage in business practices which are less than the highest caliber.

From the practical point of view, the most major plank of our philosophical platform is that parking does not stand alone. Parking is an adjunctive endeavor that supports and is supported by the development of which it is a part. Parking is the first and last thing seen by the visitor to the development. As long as we are aware of this, then it is our obligation to treat that visitor in such a manner that he will return. That visitor, our customer, is the most important person in the world to both us and our client because without him, we do not exist.



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Next to the customer, the owner of the facility is most important and we view it as our obligation to be sure that the owner gets all the income produced by the facilities. This philosophy encompasses not only strong revenue control but a method of operation which will attract customers including cleanliness, lighting, security and honesty. We impose equally strong sanctions upon an employee who overcharges a customer, although the money may be turned in, as we do upon an employee who undercharges.

We believe that we will produce a better bottom line and a more efficient operation for our client than he could produce for himself. If this does not turn out to be true, we should not be on the job.

Very truly yours,

A handwritten signature in dark ink, appearing to read 'Michael H. Schwartz', with a large, stylized flourish at the end.

Michael H. Schwartz

MHS:MS

SCHWARTZ PARKING, INC.
YEARLY BUDGET FOR ONE STATE STREET GARAGE(250)CAP.500

FISCAL YEAR 12/31/84
DATE NOV 11 / 24 / 82

ACCOUNT	YEAR	1	2	3	4	5	6	7	8	9	10	11	12	
INCOME														
503 DAILY PARKING	(21498)	2	(19090)	(-15659)	(18018)	(18018)	(16731)	(18447)	(19305)	(13942)	(15015)	(18232)	(17803)	(24238)
505 MONTHLY PARKING	(45000)	1	(37500)	(-37500)	(-37500)	(37500)	(37500)	(37500)	(37500)	(37500)	(37500)	(37500)	(37500)	(37500)
GRUSS-INCOME	(66498)	(-56590)	(-53159)	(-55518)	(-55518)	(54231)	(55947)	(-56805)	(-51442)	(-52515)	(-55732)	(-55303)	(-61738)	
NET-INCOME	(66498)	(-56590)	(-53159)	(-55518)	(55518)	(54231)	(55947)	(-56805)	(-51442)	(-52515)	(-55732)	(-55303)	(-61738)	
EXPENSES														
800 MANAGEMENT FEE	26581	2	2264	2126	2221	2221	2169	2238	2272	2058	2101	2229	2212	2470
810 PAYROLL EXPENSE	47180	2	3633	3633	4529	3633	3633	4529	3633	3633	4529	3633	3633	4529
812 UNIFORM EXPENSE	1500	1	125	125	125	125	125	125	125	125	125	125	125	125
822 REPAIRS & MAINT	9996	1	833	833	833	833	833	833	833	833	833	833	833	833
824 SNOW-REMOVAL	2000	2	666	666	334	0	0	0	0	0	0	0	0	334
826 UTILITY EXPENSE	0	1	0	0	0	0	0	0	0	0	0	0	0	0
830 DAMAGE CLAIMS	996	1	83	83	83	83	83	83	83	83	83	83	83	83
834 TICKETS	3000	1	250	250	250	250	250	250	250	250	250	250	250	250
836 SIGNS	744	1	62	62	62	62	62	62	62	62	62	62	62	62
838 ADVERTISING	300	1	25	25	25	25	25	25	25	25	25	25	25	25
840 DATA PROCESSING	6000	1	500	500	500	500	500	500	500	500	500	500	500	500
842 OPERATING SUPPL. & E	1500	1	125	125	125	125	125	125	125	125	125	125	125	125
844 TELEPHONE	2400	1	200	200	200	200	200	200	200	200	200	200	200	200
848 TAXES - OTHER	1141	2	97	92	95	95	93	96	97	90	91	96	95	104
860 FICA TAX EXPENSE	1780	2	137	137	171	137	137	171	137	137	171	137	137	171
862 STATE UNEMPLOY TAX	768	2	59	59	74	59	59	74	59	59	74	59	59	74
864 FEDERAL UNEMPLOY TAX	376	2	29	29	36	29	29	36	29	29	36	29	29	36
868 PENSION EXPENSE	1128	2	87	87	108	87	87	108	87	87	108	87	87	108
870 EMPLOYEE BENEFITS	3504	1	292	292	292	292	292	292	292	292	292	292	292	292
872 WORKMANS COMP INS	528	1	44	44	44	44	44	44	44	44	44	44	44	44
874 GARAGE LIABILITY INS	1848	1	154	154	154	154	154	154	154	154	154	154	154	154
876 FIRE AND THEFT INS	396	1	33	33	33	33	33	33	33	33	33	33	33	33
975 SECURITY	0	1	0	0	0	0	0	0	0	0	0	0	0	0

TOTAL EXPENSES	113666	9698	9555	10294	8987	8933	9978	9040	8819	9836	8996	8978	10552
NET PROFIT OR LOSS	(550832)	(46892)	(-43604)	(45224)	(46531)	(45298)	(45969)	(47165)	(42623)	(42679)	(46736)	(46325)	(51186)

SCHWARTZ PARKING, INC.
MONTHLY SUMMARY

SEP 1982

DAYTIME

PRICE	---PAID TICKETS--- NUMBER	CASH-PAID	-----VALIDATED TICKETS----- NUMBER	CASH-PAID	DUE	-----VALIDATED COUPONS----- TICK. COUP.	CASH-PAID	DUE	TOTAL CASH PAID	DUE	DIFF
.70	630	441.00	50	0.00	35.00	1	0.00	0.00	441.00	55.00	-0.70
1.40	914	1279.60	107	1.40	148.40	7	0.00	0.00	1281.00	148.40	-9.60
2.10	751	1577.10	102	21.00	193.20	13	0.00	0.00	1598.10	193.20	-27.50
2.80	526	1472.80	72	36.40	165.20	11	4.20	0.00	1513.40	165.20	-26.60
3.15	1	3.15							3.15		
3.50	329	1151.50	35	25.20	97.30	3	0.00	0.00	1176.70	97.30	-10.50
4.20	202	848.40	40	25.20	142.80	1	0.70	0.00	874.30	142.80	-3.50
4.90	146	715.40	29	17.50	124.60	1	1.40	0.00	734.30	124.60	-3.50
5.60	115	644.00	22	0.00	123.20	1	2.10	0.00	646.10	123.20	-5.50
6.30	90	567.00	29	3.50	179.20	1	0.70	0.00	571.20	179.20	-5.60
7.00	390	2730.00	142	5.60	988.40	11	31.50	0.00	2767.10	988.40	-45.50
7.70	4	30.80	6	0.00	46.20	1	4.20	0.00	35.00	46.20	-3.50
8.40	2	16.80				1	4.90	0.00	21.70		-3.50
9.10	1	9.10							9.10		
9.80	1	9.80							9.80		
10.00	6	60.00							60.00		
11.90	1	11.90	1	0.00	11.90				11.90	11.90	
12.60	1	12.60							12.60		
TOTALS	4110	11580.90	635	135.80	2255.40	52	49.70		11766.45	2255.40	-143.50

EVENING

PRICE	---PAID TICKETS--- NUMBER	CASH-PAID	-----VALIDATED TICKETS----- NUMBER	CASH-PAID	DUE	-----VALIDATED COUPONS----- TICK. COUP.	CASH-PAID	DUE	TOTAL CASH PAID	DUE	DIFF
.70	60	14.00	5	0.00	3.50	1	0.00	0.00	14.00	3.50	-1.40
1.40	36	50.40	12	0.00	16.80		0.00	0.00	50.40	16.80	
2.00	6	12.00							12.00		
2.10	18	37.80	6	3.50	9.10		0.00	0.00	41.30	9.10	-2.80
2.80	57	159.60	2	1.40	4.20	1	0.00	0.00	161.00	4.20	
3.50	18	63.00	3	2.10	8.40		0.00	0.00	65.10	8.40	
4.20	4	16.80	2	0.00	8.40	1	0.00	0.00	16.80	8.40	
4.90	6	29.40	3	3.50	11.20		0.70	0.00	33.60	11.20	-4.20
5.60	13	72.80	2	0.00	11.20	1		0.00	72.80	11.20	
6.30	5	31.50	4	0.00	25.20			0.00	31.50	25.20	
7.00	36	406.00	7	0.00	49.00	3	10.50	0.00	416.50	49.00	-10.50
7.70	5	38.50				1	4.20	0.00	42.70		-3.50
8.40	3	25.20	1	0.00	8.40			0.00	25.20	8.40	
9.10	2	18.20				1	5.60	0.00	23.80		-3.50
9.80	5	49.00	4	6.80	36.40	1	6.30	0.00	58.10	36.40	-3.20
TOTALS	256	1024.20	51	13.50	191.60	10	27.50		1064.80	191.60	-33.60

MONTHLY PARKING
PRICE
NUMBER
AMOUNT
16.00
284
4544.00
70.00

65.00	530	21840.00
70.00	465	32550.00
100.00	35	3500.00
TOTAL		

64416.00

VOLUME SUMMARY

VOID TICKETS	DAY	EVENING	TOTAL
	535	69	604

TOTALS	535	69	604
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OTHER INCOME

PAID RECEIVABLES	DAY	EVENING
MISC INCOME	3224.15	0.00
MISC INCOME	19.00	0.00
MISC INCOME	12.00	0.00
MISC INCOME	12.00	0.00

TOTALS	3267.15
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3267.15

TRANSIENT SALES (LESS) DUE ON VALUATE NET TRANSIENT SALES	DAY	EVENING	TOTAL
	14021.85	1256.60	15278.45
	-2255.40	-191.80	-2447.20
	11766.45	1064.80	12831.25

(PLUS) OTHER INCOME	67685.15	67685.15
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TOTAL CASH	79451.60	1064.80	80516.40
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DEPOSIT	79436.10	1059.95	80496.05
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OVER/SHORT	-15.50	-4.85	-20.35
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FOR THE MONTH STARTING 09/01/82

SCHWARTZ PARKING, INC. - MONTHLY STATISTICAL REPORT

PAGE 1

DAY TICKETS

PRICE	0.70	1.40	2.10	2.80	3.15	3.50	4.20	4.90	5.60	6.30	7.00	7.70	8.40	9.10
DAY														
1 MED	29	50	55	33		16	12	9	10	7	41			
2 THU	31	39	39	30		12	4	4	5	6	21			
3 FRI	28	41	29	12		8	11	4		4	10			
4 SAT	11	14	10	9		5	3		1	1				
7 TUE	41	46	43	23		17	10	10	3	1	33		1	
8 MED	28	50	37	23		13	8	5	7	5	23			
9 THU	31	42	40	38		11	12		4	4	16			
10 FRI	38	31	44	19		23	13	2	5	4	24			
11 SAT	12	18	17	16		7	7	4	5	1	2			
13 MON	21	42	54	22		12	9	6	4	3	14			
14 TUE	42	48	54	31		22	12	10	4	6	16			
15 MED	32	42	53	35		18	8	16	11	4	23	1		
16 THU	26	49	38	27		13	13	6	6	8	16			
17 FRI	27	46	33	33		26	13	10	6	4	16			
18 SAT	8	19	16	6		3	3	3	2	5	6			
20 MON	27	28	26	27		10	5	8	7	10	1	1		
21 TUE	40	48	56	25		29	16	16	9	5	32	3		
22 MED	25	54	32	34		16	13	6	7	5	39			1
23 THU	22	55	43	36		18	14	10	7	13	23			
24 FRI	34	60	32	22		14	15	3	4	3	24	3		
25 SAT	9	21	8	18		8	7	2	3	1	5			
27 MON	24	37	26	22		14	7	5	2	1	17	1		
28 TUE	40	58	44	30	1	19	15	11	5	6	23		1	
29 MED	31	60	38	23		19	12	9	9	6	32	1		
30 THU	24	30	31	15		14	7	9	5	5	55			
NUMBER	661	1028	866	609	1	367	243	176	138	120	543	11	3	1
3 TOTAL	476.70	1439.20	1818.60	1705.20	3.15	1284.50	1020.60	862.40	772.80	756.00	3801.00	64.70	25.20	9.10

FOR THE MONTH STARTING 09/01/82

SCHWABIZ PARKING, INC - MONTHLY STATISTICAL REPORT
DAY TICKETS

DATE	PRICE	9.00	10.00	11.90	12.60	TOTAL
1 WED						262 835.80
2 THU						191 533.40
3 FRI						149 371.70
4 SAT						54 115.50
7 TUE						228 660.80
8 WED						199 567.00
9 THU						208 571.20
10 FRI				1		204 593.60
11 SAT						89 235.90
13 MON						155 429.80
14 TUE						254 700.70
15 WED						241 709.60
16 THU						202 567.70
17 FRI						198 515.20
18 SAT						66 170.10
20 MON						196 722.40
21 TUE						279 858.90
22 WED		1	6	1		232 748.30
23 THU						249 618.10
24 FRI						219 595.70
25 SAT						82 228.20
27 MON						156 431.90
28 TUE						253 707.35
29 WED						240 730.80
30 THU					1	196 145.50
NUMBER		1	6	2	1	4797
3 TOTAL	9.80	60.00	23.80	12.60		19165.40

... AVERAGE TICKET PRICE 2.9530

FOR THE MONTH STARTING 09/01/62

SCHWARTZ PARKING, INC - MONTHLY STATISTICAL REPORT

PAGE 3

NIGHT TICKETS

PRICE	0.70	1.40	2.00	2.10	2.80	3.50	4.20	4.90	5.60	6.30	7.00	7.70	8.40	9.10
DAY														
2 THU	2	2		2	5	3	2	2	1		13	2		
9 THU	5	7		3	3				2		13			
11 SAT		1		1	1	1						2		
13 MON	2			3	3	1			2	2	6			
14 TUE	1	2		2	6	1						1	1	1
16 THU	4	13		6	16	5		2	2	2	9			
17 FRI	3	9		1	1	4	1	2	4	3	9	1		
21 TUE			6	6	10				1				1	
23 THU	3	8		3	7	3	3	3		1	5		2	2
30 THU	5	7		3	6	3	1	1	3	1	13			
NUMBER	25	49	6	24	60	21	7	10	15	9	68	6	4	3
\$ TOTAL	17.50	68.60	12.00	50.40	168.00	73.50	29.40	49.00	84.00	56.70	476.00	46.20	33.60	27.30

FOR THE MONTH STARTING 09/01/82

SCHWARTZ PARKING, INC - MONTHLY STATISTICAL REPORT
NIGHT TICKETS

PRICE 9.80 TOTAL

DAY			
2 THU	2	34	172.90
9 THU	2	39	175.00
11 SAT		4	9.80
13 MON		19	85.40
14 TUE	1	11	33.60
16 THU	2	62	234.50
17 FRI		43	170.10
21 TUE		19	56.10
23 THU	3	43	182.70
30 THU		43	170.10

NUMBER 10 317
\$ TOTAL 98.00 1290.20

*** AVERAGE TICKET PRICE 4.0701

FOR THE MONTH STARTING 09/01/62

SCHWARTZ PARKING, INC - MONTHLY STATISTICAL REPORT

ALL TICKETS

	DAY	EVENING	TOTAL
1 MED	262	0	262
2 THU	191	172.90	363.90
3 FRI	149	0	149
4 SAT	54	0	54
5 TUE	228	0	228
6 MED	199	0	199
7 THU	208	175.00	383.00
8 FRI	204	0	204
9 SAT	69	9.80	78.80
10 MON	155	85.40	240.40
11 TUE	254	33.60	287.60
12 MED	241	0	241
13 THU	202	234.50	436.50
14 FRI	198	170.10	368.10
15 SAT	66	0	66
16 MON	196	0	196
17 TUE	279	56.10	335.10
18 MED	232	0	232
19 THU	249	162.70	411.70
20 FRI	214	0	214
21 SAT	82	0	82
22 MON	156	0	156
23 TUE	253	0	253
24 MED	240	0	240
25 THU	196	170.10	366.10
TOTALS	4797	1290.20	6087.20

SCHWARTZ PARKING, INC.
09/01/82 WEDNESDAY

SPI INCOME	NON-SPI INCOME
0.00	161.00
0.00	347.40
0.00	182.50
0.00	TOTALS
	690.90

SCHWARTZ PARKING, INC.
09/01/82 WEDNESDAY

GATE	ENDING #	DAYTIME TICKETS STARTING #	TOTAL	ENDING #	EVENING TICKETS STARTING #	TOTAL	ENDING #	COUNTERS STARTING #	TOTAL	VARIANCE
1	126380	126268	111	0	0	0	0	0	0	0
2	159244	159040	203	0	0	0	0	0	0	10
3	16952	16941	10	0	0	0	0	0	0	20

DATE TIME

PRICE	NUMBER	CASH-PAID	NUMBER	CASH-PAID	UOE	DIFF	TICK.	COUP.	CASH-PAID	UOE	DIFF	TOTAL PAID	CASH DUE	UOFF
.70	26	19.60	1	0.00	0.70		2	0	0.00	0.00	-2.80	19.60	0.70	30
1.40	41	57.40	7	0.00	9.80		1	0	0.00	0.00	-2.10	57.40	9.80	40
2.10	53	111.30	1	0.00	2.10		0	0	0.00	0.00	-2.10	111.30	2.10	50
2.80	26	72.80	5	4.20	9.80		2	0	0.00	0.00	-5.60	77.00	9.80	60
3.50	14	49.00	2	0.00	7.00							49.00	7.00	70
4.20	12	50.40										50.40		80
4.90	9	44.10										44.10		90
5.60	8	44.80	2	0.00	11.20							44.80	11.20	100
6.30	6	37.80	1	0.00	6.30							37.80	6.30	110
7.00	26	196.00	12	0.00	84.00		1	0	3.50	0.00	-3.50	199.50	84.00	120
TOTALS	225	683.20	31	4.20	130.90		6		5.50		-14.00	690.90	130.90	

VOLUME SUMMARY

VOID TICKETS	DAY	EVENING	TOTAL
19	0	19	130
TOTALS	19	0	19

OTHER INCOME

TOTALS	DAY	EVENING

(LESS) DUE ON VALUATE
NET TRANSIENT SALES

-130.90
690.90

-130.90
690.90

(PLUS) OTHER INCOME

TOTAL CASH

690.90

690.90

DEPOSIT

690.90

690.90

OVER/SHORT

140

5 1 049-26-1186

ELLSWORTH A. REEL

38.50 26.25 202.13 206.72

408.85 75.23 27.39

17.49 288.74 26649

2235 1 042-60-1715

JOSE PEREZ

40.00 4.50 160.00 27.00

187.00 18.05 12.53

156.42 26650

2654 1 049-40-4042

KENNETH S. NOGAS

40.00 15.50 150.00 87.19

237.19 31.03 15.89

190.27 26651

118.50

512.13

320.91

833.04

124.31

55.81

17.49

635.43

13 2 048-09-1283

LOUIS SACK

25.00

106.25

106.25

7.23

7.12

91.90 26652

2554 2 048-05-7691

RICHARD D. COLBERT

30.00

120.00

120.00

10.40

8.04

101.56 26653

55.00

226.25

226.25

17.63

15.16

193.46

2752 3 580-28-7337

LUIS A. COTTO

40.00

12.00

160.00

72.00

232.00

14.61

15.54

17.49

184.36 26654

2792 3 046-72-1817

HOLLISTER N. BECKLES

30.75

123.00

123.00

9.48

8.24

105.28 26655

2794 3 042-50-0811

JOSEPH DAKERS, SR.

26.00

104.00

104.00

6.97

97.03 26656

2798 3 044-50-8718

ADAM S. GEETTER

35.50

142.00

142.00

9.51

132.49 26657

2804 3 225-38-4863

CHARLES T. MOORE

17.00

68.00

68.00

.33

4.56

63.11 26658

2805 3 048-52-6306

CESAR R. ALVAREZ

15.00

60.00

60.00

3.96

4.02

52.02 26659

2806 3 229-72-5591

REAL T. COMPTON, JR.

9.50

38.00

78.00

1.12

2.55

74.17 26660

LOCATION NO. 1

LABOR COST REPORT FOR WEEK ENDING 10/17/82

PAGE NO. 1

HOME DEPT	EMP. NO.	NAME	REGULAR HOURS	O.T. HOURS	REGULAR EARNINGS	O.T. EARNINGS	ADD EARNINGS	SICK EARNINGS	GROSS EARNINGS
001 *	5	ELLSWORTH A. REEL	2.75	4.00	14.44	31.50			45.94
001 *	2235	JOSE PEREZ	5.50		2.00				2.00
017 *	2300	PATRICK H. BARRETT	5.25	2.25	21.00	13.50			34.50
095	2503	GERALD CHAMBERLAND	3.25	1.50	14.63	10.13			24.76
095	2616	CLIFFORD C. MAYHEW JR.			27.69				27.69
019	2682	ANDY STEINER	40.00	11.75	150.00	66.09			216.09
003	2752	LUIS A. COITTO	25.50	7.50	102.00	45.00			147.00
025	2782	EDWARD J. KNIEP			49.45				49.45
003	2792	HOLLISTER N. BECKLES	27.50		110.00				110.00
003	2794	JOSEPH DAKERS, SR.	26.00		104.00				104.00
019	2795	JAY A. COOPER	6.25	3.75	25.00	22.50			47.50
003	2798	ADAM S. GEETTER	25.50		102.00				102.00
003	2804	CHARLES T. MOORE	17.00		68.00				68.00
003	2805	CESAR R. ALVAREZ	15.00		60.00				60.00
003	2806	NEAL T. COMPTON, JR.	9.50		38.00				38.00
003	2807	JOHN J. O'CONNOR	40.00	11.00	160.00	66.00			226.00
CURRENT WEEK			244.00	41.75	11048.21	254.72			1,302.93
THIS PERIOD			488.25	134.25	2,150.54	812.07			2,962.61
JOB-10-DATE			2,397.25	572.00	9,595.35	3,420.54	11.81		13,027.20
* CURRENT WEEK			8.50	6.25	37.44	45.00			82.44
* THIS PERIOD			31.75	11.50	134.19	79.31			213.50
* JOB-10-DATE			93.00	24.25	380.13	156.28			536.41

ALPHABETIC MONTHLY PARKER MASTER LIST

10/82 FOR NOV

PAGE 1

105 C	AVAMS, GEORGE	11/01/77	55.00	U 527-6438	KEMPER INSURANCE
150 C	BARTLESTONE, STEVEN D.	11/01/81	55.00	U 278-7480	RUGIN NASSAU CAPLAN LASSMAN &
142 C	BECKARD, GORMAN E.	09/01/82	55.00	U 524-1046	SEAN PATRICK'S PUB
102 C	BEKALL, FRANK S.	05/01/82	55.00	U 249-5261	BEKALL, ATTURNEY FRANK
107 C	BERGMAN, NANCEE	03/01/81	55.00	U 525-3171	BRADMAN & NOBLE, ATTYS
104 C	BIRNBAUM, ROBERT		55.00	U 549-7230	COHN & BIRNBAUM, P.C.
106 F	BLASKU, MARY		0.00	U 527-6481	M.J. NEIDITZ & CO.
107 F	BONETTI, GERALDINE A.		0.00	U 527-6481	M.J. NEIDITZ & CO.
133 C	BREEN, MARK O.	11/01/81	55.00	U 241-0141	B/M KEUPEY CUR.
108 C	BRUGAN, MARY		55.00	U 525-4601	CATAMBA CORPORATION
111 F	CAPLAN, JERKY ATTV.		0.00	U 278-7480	RUGIN NASSAU CAPLAN LASSMAN &
113 C	COHN, ROBERT		55.00	U 549-7230	COHN & BIRNBAUM, P.C.
121 C	COTLER, PATRICIA R.	06/03/82	55.00	U 249-6521	DOW & CONDON, INC.
115 C	CREAHER, THOMAS		55.00	U 525-0811	AMERICAN SECURITIES
116 C	CRUIKSHANK, EARLE		55.00	U 522-2263	BUELL & CO.
117 C	CULLEN, JAMES		55.00	U 522-2263	BUELL & CO.
110 C	CURRAN, R. MICHAEL		55.00	U 278-1320	GOODWIN, LOUMIS & BRITTON
146 C	DANIEL-OREYFUS, MARC A.	03/01/80	55.00	U 247-6741	MC TEAGUE CO. - LEMIS STREET
122 C	DANSON, MORGAN E.	03/15/82	55.00	U 249-7721	DANSON PERSONNEL
120 C	DANSON, JEAN		55.00	U 249-7721	DANSON PERSONNEL
150 C	DEMEREST, PETER E.	01/08/82	55.00	U 549-0107	SLITT, JACOBS, SULLIVAN, JACOB
159 C	DEMIGRIS, JOEL A.	10/14/82	55.00	U 522-8760	SIANGLE & D NIGRIS
131 C	DOWNEY, JOHN	04/01/80	55.00	U 249-9121	RENNIER, TAYLOR, CURRAN & LANGEN
123 C	DRAVTON, DOUGLAS	09/01/77	55.00	U 522-3284	POMERANTZ, DRAVTON & STABWICK
132 C	ESPPOSITO, PEG R.	06/01/80	55.00	U 527-1131	CUNNING & CO.
165 C	FRAZIER, JUCELYN	10/01/80	55.00	U 522-3289	POMERANTZ, DRAVTON & STABWICK
173 C	FREEMAN, ANDREW	05/15/79	55.00	U 278-1270	GOULD, KILLIAN & WYNNE, ATTYS.
171 C	GAKUFULU, ALFREU	05/26/81	55.00	U 278-1270	GOULD, KILLIAN & WYNNE, ATTYS.

ALPHABETIC MONTHLY PARKER MASTER LIST

10/82 FOR NOV

PAGE 4

124 C	TAKK, LORIN A.	06/01/82	55.00	U 246-4971	CREATIVE FOREST INC.
174 C	TEGGE, HAROLD	09/01/77	55.00	U 549-5030	PIONEER NATIONAL TITLE INSURAN
176 C	TITLE, MELVIN	09/01/77	55.00	U 522-2027	TITLE & TITLE INSURANCE
177 C	TITLE, SAM	09/01/77	55.00	U 522-2027	TITLE & TITLE INSURANCE
194 C	WIENNER, ROBERT	02/01/78	55.00	O 549-7230	COHN & BIRNBAUM, P.C.
181 C	WYNNE, F.J.	09/01/77	55.00	U 278-1270	GOULD, KILLIAN & WYNNE, ATTYS.
FREE		10			
CASH		60	4385.00		
		1	40.00		
		79	55.00		
			4345.00		
TOTAL		90	4385.00		

NUMERIC MONTHLY PARKER MASTER LIST

10/02 FOR NOV

PAGE 1

101 C	SHAPIRO, ROBERT B. 560 MARION AVE. PLANTSVILLE, CT 06479	05/14/82 CHEVY VOLVO	MALIBU 192	55.00 M 621-7533 79 MAKUON YG1501 68 GREEN YG1216	SEC DEP EMPLOYEE 0.00	55.00	CUNN & BIRNBAUM, P.C. EMPLOYER 0.00
102 C	BEHALL, FRANK S. 111 PEARL ST. HARTFORD, CT 06103	05/01/82 MERCEDES MERCEDES	30030 3000	55.00 M 243-3041 01 GREY 417ABU 79 GREY VU4332	SEC DEP EMPLOYEE 0.00	55.00	BEHALL, ATTORNEY FRANK EMPLOYER 0.00
103 C	SIABNICH, RICHARD 37 TROUTWOOD DR. W. HARTFORD, CT 06117	CHEVY MERCURY CHEVY	MCARLO MAGN CORVETTE	55.00 M 232-1575 00 GRAY Y16757 76 BLUE FJ3611 70 BLUE STA85	SEC DEP EMPLOYEE 0.00	55.00	PUMERANZ, WRATTON & SIABNICK EMPLOYER 0.00
104 C	BIRNBAUM, ROBERT 15 NOKWOOD RD. WEST HARTFORD, CT 00000	AUDI AUDI	4000 5000S	55.00 M 232-0935 01 SILVER ST6ANU 80 GREY RJB1	SEC DEP EMPLOYEE 0.00	55.00	CUNN & BIRNBAUM, P.C. EMPLOYER 0.00
105 C	LUGO, CARMEN 140 RUSS ST. HARTFORD, CT 06106	08/25/82 TOYOTA TOYOTA	COROLLA COROLLA	55.00 M 249-6420 01 YELLOW Y06AGN 01 ORANGE	SEC DEP EMPLOYEE 0.00	55.00	PIONEER NATIONAL TITLE INSURAN EMPLOYER 0.00
106 F	BLASKU, MARY 129 HAMPTON CT. NEMINGTON, CT 00000	PLY UODGE CHEV	VOLARE DART IMPALA	0.00 M 561-3561 76 BLUE KU9406 72 GREEN TR2163 72 GREEN 466AY0	SEC DEP EMPLOYEE 0.00	0.00	M.J. NEIDITZ & CO. EMPLOYER 0.00
107 F	BUNETII, GERALDINE A. 97 MARGERY DR. EAST HARTFORD, CT 00000	CHEVY CAPRICE	75 WHITE	0.00 M 560-4530 MCJL8	SEC DEP EMPLOYEE 0.00	0.00	M.J. NEIDITZ & CO. EMPLOYER 0.00
108 C	BRUGAN, MARY 33 TWO MILE RD. FARMINGTON, CT 00000	PONTIAC CADILLAC	VENTURA CONV	55.00 M 677-0756 76 TAN MP6 75 BLUE NEU	SEC DEP EMPLOYEE 0.00	55.00	CATAMBA CORPORATION EMPLOYER 0.00
109 C	STANUSH, LEIGH H. 20 SPRINGDALE RD. CHOMWELL, CT 06416	08/23/82 VOLVO	UL	55.00 M 635-7005 02 MINE 651AVR	SEC DEP EMPLOYEE 0.00	55.00	HARTFORD INSTITUTE OF CHIM & S EMPLOYER 0.00
110 C	HAUSER, ROBERT 111 PEARL ST. SUITE 504 HARTFORD, CT 06103	06/01/82 OLDS	CUTLASS	55.00 M 072778 80 BLUE	SEC DEP EMPLOYEE 0.00	55.00	COMMONWEALTH LAND TITLE INS. C EMPLOYER 0.00
111 F	CAPLAN, JERRY ATTY. 00000	0.00 M MATAOUH PACER	GREEN 1P6307 BRUNZE UST400	SEC DEP EMPLOYEE 0.00	0.00	0.00	RUGIN MASSAU CAPLAN, LASSMAN & EMPLOYER 0.00
112 C	KEEGAN, KEVIN	55.00 M 232-1658	U 297-4941	KEEGAN, AND COMPANY			

MONTGOMERY PARKER EMPLOYER MASTER LIST

START END EMPLOYEE EMPLOYER TOTAL

6 POMEHANS, ORAYTON & STABNICK

123 C	ORAYTON, DOUGLAS	09/01/77	55.00	0.00	55.00
165 C	FRAZIER, JOCELYN	10/01/80	55.00	0.00	55.00
156 C	POMEHANS, EDWARD	09/01/77	55.00	0.00	55.00
157 C	POMEHANS, JAMES	09/01/77	55.00	0.00	55.00
103 C	STABNICK, RICHARD		55.00	0.00	55.00
148 C	STABNICK, LUCAS D.	08/16/62	55.00	0.00	55.00

CASH 6 EMPLOYER 0.00 EMPLOYEE 330.00

TOTAL 6 0.00

6 SLITT, JACOBS, SULLIVAN, JACOB

150 C	WEMERST, PETER E.	01/08/62	55.00	0.00	55.00
127 C	GERACE, WILLIAM T.	12/09/60	55.00	0.00	55.00
125 C	SLITT, AARON	09/20/78	55.00	0.00	55.00

CASH 3 EMPLOYER 0.00 EMPLOYEE 165.00

TOTAL 3 0.00

9 PIONEER NATIONAL TITLE INSURANCE

126 C	LISKA, WILLIAM A.	04/26/62	55.00	0.00	55.00
105 C	LUGO, CARMEN	08/25/62	55.00	0.00	55.00
174 C	TEGGE, HAROLD	09/01/77	55.00	0.00	55.00

CASH 3 EMPLOYER 0.00 EMPLOYEE 165.00

TOTAL 3 0.00

10 GOULD, KILLIAN & WYNE, ATTYS.

173 C	FREEMAN, ANDREW	05/15/79	55.00	0.00	55.00
171 C	GARUFOLD, ALFRED	05/26/81	55.00	0.00	55.00
128 C	GOULD, MARTIN	09/01/77	55.00	0.00	55.00
129 C	GOULD, SAMUEL	09/01/77	55.00	0.00	55.00
140 C	KILLIAN, ROBERT JR.	09/01/77	55.00	0.00	55.00
139 C	KILLIAN, ROBERT SR.	09/01/77	55.00	0.00	55.00
193 C	KILLIAN, CYNTHIA	07/01/61	55.00	0.00	55.00
181 C	WYNE, F.J.	09/01/77	55.00	0.00	55.00

CASH 6 EMPLOYER 0.00 EMPLOYEE 440.00

TOTAL 6 0.00

ALPHABETIC EMPLOYER MASTER LIST

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AS OF 08/24/82

166	ALDEN'S, INC. 66 PLEASANT STREET MALDEN, MA	322-1306	ML
582	ALFRED SEABARD 94 PLEASANT ST MALDEN, MA	321-1111	ML
401	ALITALIA 60 WASHINGTON ST HARTFORD, CT 06106	249-1304	HA
637	ALLEN & FITZGERALD 1500 MAIN STREET SPRINGFIELD, MA 01115	732-2147	BP
59	ALLEN RUSSELL ALLEN 10 PROSPECT ST HARTFORD, CT	522-3245	HA
030	ALLENDALE INSURANCE 1 LANOMARK SQUARE STAMFORD, CT 06901	327-1440	ST
364	ALLSTATE INSURANCE CO 60 WASHINGTON ST HARTFORD, CT 06106	543-1824	HA
753	AMDAHL CORPORATION ONE CORPORATE CENTER HARTFORD, CT 06103	727 8700	HA
37	AMERICAN AIRLINES INC 1 AMERICAN PLAZA HARTFORD, CT 06103	527-5141	HA
14	AMERICAN ARBITRATION 37 LEWIS STREET HARTFORD, CT 06103	270-5000	HA
662	AMERICAN BOARD OF ANESTHESIOLOGY 100 CONSTITUTION PLAZA HARTFORD, CT 06103	522-9857	HA

ALPHABETIC EMPLOYER MASTER LIST - TYPE HA

PAGE 2

AS OF 10/05/82

447	CALFAS MATTEWS	247-1974	HA
669	CAMBRIDGE ASSOCIATES	727-1854	HA
751	CANTIN & JELLY, P.C.	278-0336	HA
671	CAPITOL TEMPORARIES/ 6 MONTHS	278-1313	HA
448	CAREER DIRECTIONS	522-9251	HA
787	CAREER MATCH INC.	249 7227	HA
346	CAREER PATH INC	527-4665	HA
67	CATAMBA CORPORATION	246-8571	HA
739	CATHERINE'S UNIFORM SHOP	247-4047	HA
1220	CAVALCADE TOURS	549 5100	HA
748	CAVANAUGH, FRITZ & CO.	549-6750	HA
343	CBIA	547-1661	HA
360	CBS RECORDS	522-7151	HA
75	CG/AETNA	525-3451	HA
564	CGS SERVICES	525-8575	HA
449	CHARTER OAK BANK	278-2830	HA
327	CHASE ENTERPRISES	549-1674	HA
382	CHEFA	547-1700	HA
374	CHICAGO TILE	249-9387	HA
734	CHRIST CHURCH CATHEDRAL	527-7231	HA
303	CIVIC PUB	727-0740	HA
396	CLARK, MAYO, GILLIGAN	247-3297	HA
451	COBURN AND MEREDITH	522-7171	HA
11	COHN & BIRNDAUM, P.C.	549-7230	HA
453	COHN, ROSENFELD AND LIEBEKMAN	522-8222	HA
64	CUHN, SAMUEL H., M.D.	247-1677	HA

DATE: _____ SHIFT: DAY/EVE FACILITY: _____

TICKETS ISSUED		TICKETS SOLD		TICKETS RETURNED	
End No.	Start No.	End No.	Start No.	End No.	Start No.

MONTHLY PARKING		
Price	No. Paid	Total

\$ Collected: _____

1st Pick Up _____

Deposit _____

DAY	EVENING

Attendant's Signature

Hours Worked: _____

DAY			FACILITY	0	5	5
-----	--	--	----------	---	---	---

COUNTERS

DAYTIME TICKETS		EVENING TICKETS		TOTALS	
Ending No.	Starting No.	Ending No.	Starting No.		
1					
2					
3					
4					
5					

DAYTIME

[illegible]

EVENING

.70					
1.40					
2.10					
2.80					
3.50					
4.20					
4.90					
5.60					
6.30					
7.00					
7.70					
8.40					
9.10					
9.80					
10.50					
4.00					
	TOTAL VAL DUE \$:	.			

☒ MONTHLY PARKING

PRICE	NO. PAID
60.00	
70.00	

5. Attendant's Name _____ Emp. # _____

Date _____ Weather _____

Day

Location _____ Eve. ☐

④ VOLUME SUMMARY (7) End

	DAY	EVE.
1		
2		
3		
4		
5		

CATY

No. Overnight Tickets

Now, Last Tickets

Great Tit

Void Tickets

YOU TALK!

DEPOSIT SUMMARY

	DAY	EVE.
S1		
S2		
S3		
S4		
S5		
S6		
S7		
S8		
20		

CATY

Paid Regenerables

Security Deposits/Lost Key Cards

Misc. Income (Specify)

Deposit Total

List below amounts
on deposit slips
attached

(1)	TOTALS
-----	--------

TOTALS							

PARKING GARAGE MANAGEMENT AGREEMENT

AGREEMENT made this day of , 1981, between

hereinafter referred to as Owner, and
SCHWARTZ PARKING, INC., a Connecticut, corporation with a principal place
of business at 60 Washington Street, Hartford, Connecticut, hereinafter re-
ferred to as Operator.

WITNESSETH

WHEREAS Owner will own a parking in
hereinafter referred to as "Garage",
and

WHEREAS Owner wishes to retain the services of Operator to operate
said Garage, and Operator agrees to be retained by Owner for the purposes
of managing said Garage,

NOW THEREFORE:

In consideration of the mutual promises and agreements of each party
to the other herein contained, it is mutually agreed as follows:

1. Employment of Operator. The Owner hereby employs the Operator as
sole and exclusive managing agent to manage and operate Garage under the con-
ditions, terms, and compensation hereinafter set forth.
2. Terms of Employment. The term of this Agreement shall be for ten
(10) years from the date on which public parking of passenger cars in said
Garage is permitted by appropriate governmental authorities.

3. Acceptance of Employment. The Operator hereby accepts such employment and agrees to perform all services necessary for the care, protection, maintenance, and operation of the Garage including but not limited to the following:

(a) Making a thorough study of the Garage and developing a plan of operation and garage layout subject to the Owner's approval, to fit the Garage including without limitation, a system of tags, tickets or other method best designed to indicate the number of motor vehicles using the Garage, a suitable parking space rental system for the use of tenants in the building of which the Garage is a part, a system to provide in the Garage parking facilities for guests and invitees of the tenants and outside transient parkers.

(b) Manage and operate Garage in accordance with the parking garage industry standards for a first class parking facility.

(c) Collect all rental fees and other income for and on behalf of the Owner.

(d) Subject to the provisions of Article 9 of this Agreement, hire, discharge and pay on behalf of the Owner, all servants, employees, or contractors necessary to be employed in the operation of the Garage.

(e) Purchase on behalf of the Owner all equipment, tools, appliances, materials, supplies, signs and uniforms necessary for the efficient maintenance and/or operation of the Garage, subject to the budget as approved.

(4) Contract on behalf of the Owner for, and supervise, the making of all repairs, alterations, maintenance, and decorations in the Garage but subject to the budget as approved.

(g) In no event shall the Operator contract or purchase any one item, other than payroll, which exceeds \$1,000.00 in cost or any item which cost is in excess of the amount set out on the approved budget without the prior written approval of the Owner.

(h) Contract on behalf of the Owner at Owner's expense, if requested in writing by Owner, for Garagekeeper's Liability Coverage under blanket policy of Operator including fire and theft, and personal injury, in the amount of at least \$1,000,000.00 flat limit for any one accident, for other services and commodities necessary in the operation and maintenance of the Garage and for Workmen's compensation insurance. Contract on behalf of the Owner at Owner's expense during the term of this Agreement a blanket position bond covering all personnel employed by the Agent in the Garage, such bond to be in such amount for each employee as Owner from time to time requires. No person who cannot be bonded will be employed by the Operator in the Garage.

All such insurance shall be effective under valid and enforceable policies and shall be issued by insurers of recognized responsibility authorized to do business in the State of Connecticut and shall name Owner as an additional insured and contains a provision whereby the insured agrees not to cancel such insurance without ten (10) days prior notice to Owner. On or before the commencement date of this agreement, Operator shall furnish Owner with a certificate evidencing the aforesaid insurance coverage and renewal shall be furnished to Owner within ten (10) days of the expiration date of such policy.

Notwithstanding the first two (2) paragraphs of section 3 (h), the Owner reserves the right at all times to obtain all insurance policies with respect to the parking garage and its operation, and in such event Owner agrees to name Operator as an additional insured on all such policies of insurance and furnish Operator with a certificate evidencing said insurance.

(i) Advertise garage space at the expense of the Owner, all such advertising to be first approved in writing by the Owner.

(j) Prepare and file all returns and other documents required under the Federal Insurance Contributions Act and the Federal Unemployment Tax Act, or any similar federal or state legislation, and all withholding tax returns required for employees of the Garage. The Operator shall pay all amounts required to be paid under the Federal Insurance Contributions Act and the Federal Unemployment Tax Act, or any similar federal or state legislation, and all withholding taxes from the Owner's funds.

(k) Maintain full books of account with correct entries on all receipts and expenditures of managing the Garage. Such books of account shall be the property of the Owner and shall at all times be open to the inspection of the Owner or of any of its officers or duly authorized agents.

(l) Submit to the Owner or its designee, operating reports on forms provided by the Operator for that purpose, which will show such information as number of cars in and out each day, fees collected, number of parking tickets issued, register number, name of cashier, time worked, ticket numbers, register readings, treadle readings, voided tickets, cash deposited, errors corrected and any other information the Owner or its designee feels necessary or desirable for proper control or statistical purposes. This report shall cover the same period as is covered by the cash deposit.

(m) Furnish monthly to the Owner a detailed statement of all receipts and disbursements for each month, such statement to be furnished on or before the 20th day of each month for the preceding month together with payment to the Owner of the net operating margin for the same period as covered by said statement. Such statement shall show the status of collections and shall be supported by cancelled checks, vouchers, duplicate invoices, and similar documentation covering all items of income and expense, which shall be kept in the Operator's office and be available for inspection by the Owner's representatives at all times. The Operator shall also furnish a monthly operating statement showing the income and expense for the month and year to date and for the same month of the preceding year.

(n) The Owner shall apply in Owner's name and behalf for all necessary governmental permits, licenses, and authorizations necessary for the lawful operation of the Garage for public parking of passenger cars, and will in Owner's name and behalf apply for and obtain renewals of any such permits, licenses, and authorizations so as to keep the same in effect during the term of this contract. The expenses of any filing fees, permit or license fees, and attorney's fees shall be paid by the Owner but the Operator shall only use attorneys selected by the Owner.

(o) Make available to the Owner the Benefit of any quantity discounts the Operator may receive in the purchase of supplies and equipment used by it in the operation of the Garage or required by the Owner and purchased by the Operator for the account of the Owner in connection with the equipping and maintaining of the Garage.

(p) Upon the recommendation of the Operator,

(1) The rates to be charged for parking in the Garage shall be determined by the Owner and may be revised from time to time by the Owner.

(2) The days and hours of operation will be determined by the Owner.

(3) The Owner reserves the right from time to time to change the rates charged for parking and/or the days and/or the hours of operation of the Garage. No establishment or change of rates for parking, days and/or hours of operation shall affect the compensation payable to the Agent under the provisions of this agreement; provided, however, that in the event Owner shall choose to have parking fees paid directly to it in any manner or form, or in the event Owner shall choose to forego or waive any such fees, then such parking fees paid directly to Owner or waived by Owner shall be considered as income to the Garage for the purposes of determining Operator's fee as described in Paragraph 6 herein.

(q) The name of the Garage shall be [REDACTED] and all of the business pertaining to the Garage shall be conducted by the Operator in that name, provided however, the Operator may affix signs bearing the Operator's name to the checkout booths and the Operator's office in the Garage, but no other place, provided further however, that such signs must first be approved as to size, material, color, design, cost, and official insignia thereon by the Owner.

(r) Notify the Owner forthwith of any unusual conditions which may develop in the operation of the Garage or to the Garage such as, but not limited to, fire, flood, breakage, or casualty damage to the Garage, or to any person or the property of any person alleged to be caused by the use or operation of the Garage.

(s) To prepare and submit to monthly parkers all bills for such parking and to collect the amount thereof from such parkers and deposit the same.

(t) Make recommendations to the Owner as to the kinds of equipment necessary for the efficient and economical operation of the Garage and as to its proper maintenance.

(u) Keep all entrance and exit ramps free of ice, snow and debris.

4. Budget. The Operator from time to time, and at least annually, shall prepare and submit to the Owner a budget of expense for the Operation of the Garage for the coming year; however, Owner reserves the right to revoke its approval of the budget or of any item in the budget at any time, except Operator's fees, and, upon receipt of written notice of such revocation, Operator will not thereafter cause an expenditure to be made or a liability incurred for such item. In this latter regard all employment contracts, if any, entered into by the Operator at Owner's expense will be on a week-to-week basis and no supply or service contracts which provide for the supply of equipment, merchandise or services over a period of time which exceed one month shall be entered into without the Owner's prior written approval.

5. Allocation of Cost Responsibility. Owner shall pay and be responsible for all expenses and costs incurred relating solely to the operation of the Garage, including bookkeeping, reporting, and data processing subject to the budget, but Owner shall in no way be responsible for any of the following expenses of the Operator;

(a) Operator's home office expenses such as rent, secretarial help, salaries for office personnel and executive salaries.

(b) Operator shall not allocate any of its home office overhead costs to the Owner.

(c) Any of Operator's personnel not permanently stationed [REDACTED] except if Operator is required to replace Garage help temporarily with Operator's own personnel then Operator will be reimbursed for the actual time said employee is stationed at the Garage.

6. Compensation. The Operator's annual fee for services hereunder shall be paid in monthly installments and shall be follows:

[REDACTED]
[REDACTED]
[REDACTED]

The phrase "gross sales" shall be deemed to include all garage parking fees paid for vehicle use. Such phrase shall not be deemed to include receipts arising out of the sale of assets, the settlement of fire losses and items of a similar nature, or rebates, discounts, or other credits received by the Operator incident to purchases, contracts or other arrangements entered into under this agreement on account of the Owner. Gross Sales shall not include the amount of any sales, use, or gross receipts tax imposed by any federal, state, municipal or governmental authority directly on sales and collections from the public.

Operator has the right to expend from income all those sums herein stated necessary for operation of the garage with limitations as herein provided, and to remit the balance to Owner monthly as herein stated. If after monthly disbursements there is insufficient monies to compensate Operator, then

Operator, shall submit to Owner detailed disbursement data, and Owner, upon review of such submitted data, shall pay said sum of money to the Operator within ten (10) days.

7. Assignment. Owner shall have the right to assign this agreement without the prior written consent of Operator.

8. Waiver of Subrogation. Owner and Operator for themselves, and their insurers, hereby release each other with respect to any liability, including that deriving from the fault or neglect of Operator or Owner, as the case may be or their agents or employees under their direct control which either might have for any damage to the building or the premises, or damage to Operator's fixtures, equipment or other personal property caused by fire or other casualty occurring during the term of this agreement which shall be insured under a policy or policies of fire insurance with or without extended coverage permitting such release of liability by each party. If such waiver of subrogation provision is available only at additional premium, each party agrees to give the other reasonable notice of such fact and each party shall then have the option to insist upon the inclusion of such waiver of subrogation in the other party's insurance policy; provided the party so requesting such waiver of subrogation provision shall pay any additional premium required therefor.

9. Non-Discrimination in Employment.

(a) The Operator will not discriminate against any employee or applicant for employment because of race, creed, color, sex, or national origin. The Operator will take affirmative action to insure that applicants are employed, and that employees are treated during employment, without regard to their race, creed color, or national origin. Such action shall include, but not be limited to, the following: Employment, upgrading, demotion, or transfer, recruiting or recruitment advertising, layoff or termination; rates of pay or other forms of compensation; and selection for training including apprenticeship. The Operator agrees to post in conspicuous places available to employees and applicants for employment, notices to be provided by the Owner setting forth provisions of this Non-Discrimination in Employment clause.

(b) The Operator will, in all solicitation or advertisements for employees placed by or on behalf of the Owner, state that all qualified applicants will receive consideration for employment without regard to race, creed, color, or national origin.

10. Repairs. The Owner will pay for all repairs and maintenance necessary to keep the garage in first-class condition.

11. Status of Operator. For all purposes herein, Operator shall be deemed an independent contractor. All employees stationed at said garage shall be employees of Operator. All expenses of payroll, payroll taxes, benefits, etc., relating to said employees shall be deemed an expense of garage operation and shall be reimbursed to Operator by Owner.

12. Miscellaneous.

(a) This document contains the entire agreement between the parties hereto and the Operator acknowledges that the Owner has not made or caused to be made any inducement or representation leading to the execution hereof.

(b) The captions of the sections in this agreement are for convenience only and shall not affect the meaning of any of the terms or provisions hereof:

(c) The Operator in performance of its obligations under this agreement shall comply with all applicable laws, regulations, and ordinances of governmental authorities.

(d) This agreement shall not be assigned by the Operator without the written permission of Owner nor shall the Operator permit any person other than its employees to work in or from the Garage.

(e) This agreement may only be amended by writing executed by the Owner and the Operator.

13. Termination. Notwithstanding anything to the contrary contained herein, this agreement may be terminated and the obligation of the parties hereunder shall thereupon cease, upon the occurrence of any of the following circumstances:

(a) In the event the parking garage is damaged or destroyed totally and Owner decides not to rebuild same then and in that event Owner may terminate this agreement upon not less than 30 days written notice by certified mail to the Operator.

(b) If a petition in bankruptcy is filed by the operator or if Operator should make an assignment for the benefit of creditors or takes advantage of any insolvency act, Owner may terminate this agreement by giving written notice by certified mail to the Operator.

14. Notice.

Notice hereunder shall be valid if mailed by registered or certified mail to the Owner at the following addresses:

- 1) [REDACTED]
[REDACTED]
[REDACTED]
- 2) Operator: Schwartz Parking, Inc.
60 Washington Street
Hartford, Connecticut 06106

or such other addresses as may from time to time be designated by either party.

This Agreement shall be binding upon and inure to the benefit of the parties hereto and their respective heirs, executors, administrators, successors and assigns.

IN WITNESS WHEREOF, Owner and Operator have signed and sealed this Agreement as of the day and year first above written.

IV LETTER OF INTEREST FROM LENDING INSTITUTION



BANK OF NEW ENGLAND

January 7, 1983

Mr. Edward A. Fish, President
Peabody Construction Co., Inc.
536 Granite Street
Braintree, MA 02184

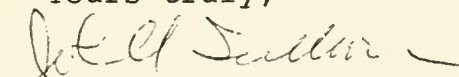
Dear Ed:

As usual, it has been a pleasure to work closely with you and your development team on the proposal concerning the Government Center Garage. Your development team has obviously been carefully selected and assembled and brings a vast amount of experience and expertise to the transaction. Again, as in the past, your responsiveness and attention to detail has enabled me to carefully review the proposal and its obvious economic benefits to all the parties involved.

It is my understanding the Center Garage Associates of which Center Garage Development, Inc. will be the General Partner, is intending to acquire from the City of Boston the Government Center Garage for a purchase price of \$16 million. Additionally, you intend to invest approximately \$2 million toward the renovation of the garage, upgrade existing parking systems and create approximately 23,000 gross square feet of retail space. Of the total space, 500 overnight parking spaces will be offered to City of Boston residents at discounted rates and approximately 2,000 square feet of retail space will be designated for a non-profit organization.

Bank of New England has carefully reviewed your projections and pro forma budgets, and we agree substantially with the vast majority of the material and consider your financing request to have significant merit. Our relationship has been an excellent one over the years and you obviously have the financial capacity to undertake such an endeavor. Based upon our preliminary discussions, and subject to our normal underwriting standards, I am confident that we would be able to provide the financing assistance which we have discussed. As soon as you have been designated as the successful purchaser, we will be able to move quickly toward your successful financing commitment.

Yours truly,


John A. Sullivan
Vice President

JAS:sp

V DEVELOPMENT TEAM

DEVELOPMENT TEAM

DEVELOPER: Center Garage Associates
536 Granite Street, Braintree, MA 02184
(Tel. 848-4110)

DEVELOPMENT CONSULTANT: Robert F. Walsh Associates
60 State Street, Boston, MA 02109
(Tel. 227-3530)

ARCHITECTS: V. Victor Vitols, AIA
Vitols Associates
1230 Statler Office Building, Boston, MA
(Tel. 482-1990)

Kallmann, McKinnell & Wood Architects, Inc.
127 Tremont Street, Boston, MA
(Tel. 482-5745)

LEGAL COUNSEL: Thomas E. Finnerty, Esq.
45 Bromfield Street, Boston, MA 02108
(Tel. 542-7575)

PARKING CONSULTANT: Schwartz Parking, Inc.
60 Washington Street
Hartford, Connecticut 06106
(Tel. (203) 527-9184)

GENERAL CONTRACTOR: Peabody Construction Co., Inc.
536 Granite Street, Braintree, MA 02184
(Tel. 848-2680)

LEGAL COUNSEL: Peabody & Brown
One Boston Place, Boston, MA 02108
(Tel. 723-8700)

TRANSPORTATION CONSULTANT: S G Associates, Inc.
316 Stuart Street, Boston, MA 02116
(Tel. 542-1416)

STRUCTURAL ENGINEER: Brown Rona, Inc.
711 Boylston Street, Boston, MA
(Tel. 536-9800)

LENDER: Bank of New England
28 State Street, Boston, MA 02108
(Tel. 742-4000)

FINANCIAL CONSULTANT: Fowler Geodecke Ellis O'Connor
1 Liberty Square, Boston, MA
(Tel. 542-2530)

DEVELOPER:

Center Garage Associates
536 Granite Street
Braintree, MA 02184
(Tel. 848-4110)

(A Massachusetts Partnership whose General Partners are Center
Garage Development, Inc., Edward A. Fish, President and
Peabody Construction Co., Inc.)



peabody construction co., inc.

536 Granite Street Braintree Mass 02184

COVER.
MARKET MILL
Lowell, MA

Developer:	Market Mill Associates
Contractor:	Peabody Construction Co., Inc.
Architect:	Anderson-Notter-Finegold, Inc.
Property Management	Peabody Properties, Inc.
Construction Cost:	\$11,000,000.00
Completed:	1981

Peabody Construction Co., Inc. has been an innovator and major force in building construction for over 90 years. Founded in 1891 by Manus Fish, Peabody Construction remains a family-owned and managed business. The firm is presently owned by Edward A. Fish, keeping the family tradition of taking great pride in the good reputation of the Company and its high standards.

During its long history, Peabody's growth has not been limited by traditional business concepts. The Company has been able to conquer the challenges presented by the latest methods of construction and development by grooming a nucleus of key management personnel qualified to solve these unique problems as well as being completely versed in total construction methods and techniques.

Peabody Construction has built its reputation on the integrity of its management team and this reputation has been strengthened as the Company has entered into newer fields of development. The increasing demands of the industry have prompted Peabody to expand its base of operation from General Contracting to related areas of real estate development, construction management and property management. The significance of Peabody's full spectrum capability is its singular capacity to provide total real estate services from initial development through the life of the project.

Peabody's capabilities are a valuable asset in working with clients, community groups, architects and engineers in devising new and better engineering and construction techniques. The recommendation of measures resulting in cost savings have benefited clients by helping to resolve the paramount problems of a construction project. Peabody has continually responded to these needs by developing a working knowledge and expertise in current building types. The overview of projects contained in this brochure will reflect the high level of quality that has been a trademark of Peabody Construction.



Peabody Construction Co., Inc.'s Real Estate Development activities in the past ten years has made Peabody an acknowledged leader in the industry. In this process, Peabody has been responsible for working in conjunction with Federal, State and Local Agencies and Community Groups to assure that all requirements are met in the development of feasible real estate projects in the community.

One key factor in Peabody's success in real estate development is the close relationship with the General Contracting entity. Peabody Development takes full advantage of the wealth of experience offered by the construction company in the various determinations of a feasible real estate project. Peabody Develop-

ment carries into a project the same expertise and knowledge that is offered to a client as a General Contractor.

Financing techniques, Federal, State and Local guidelines, environmental approvals, interaction with community groups and value engineering are all elements in the increasingly complex business of real estate development. Today Peabody is at the forefront of the real estate development industry with projects scattered throughout New England and into the Midwest. Peabody Development has kept in tune with the changing economic times, and the Federal and State Funding programs and tax incentives that are prerequisites for a feasible real estate project.

REAL ESTATE DEVELOPMENT
PROJECT LIST

- 77 Adams Place, Quincy, MA
- Adams/Templeton, Dorchester, MA
- Auburn Esplanade, Auburn, Maine
- Bedford Towers/Townhouses, New Bedford, MA
- Bixby II, Brockton, MA
- Borden Place Apartments, Fall River, MA
- Brockton Centre, Brockton, MA
- Catherine F. Clark Apartments, Dorchester, MA
- Chelsea Village, Chelsea, MA
- Chelsea Hospital Rehab, Chelsea, MA
- Chimney Hill Apartments, Cumberland, Rhode Island
- Christopher Columbus Plaza, Boston, MA
- Cushing Residence, Hanover, MA
- Dock Square Parking Garage, Boston, MA
- Fairhaven Village, Fairhaven, MA
- Hadley West, Haverhill, MA
- Jaycee Place, Lowell, MA
- Judson House, Haverhill, MA
- Kenduskeag Terrace, Bangor, Maine
- King Village, New Bedford, MA
- Leisure Tower, Lynn, MA
- Market Mill, Lowell, MA
- Melville Towers, New Bedford, MA
- Mercantile Wharf Building, Boston, MA
- Mount Pleasant Apartments, Somerville, MA
- Olde Windsor Village, Windsor, Vermont
- Rita Hall Apartments, Lawrence, MA
- South Main Place Shopping Mall, Fall River, MA
- Victory Garden Apartments, E. Boston, MA
- Windsor Terrace, Windsor, Vermont

CHELSEA NAVAL HOSPITAL SITE
Chelsea, MA

Developer
Contractor
Property
Management

Chelsea Hill Associates
Peabody Construction Co., Inc
Peabody Properties, Inc



Peabody Construction Co., Inc.'s prime focus has been and continues to be the construction of buildings. The construction industry is continually changing with the introduction of new materials, techniques and methods of operation. However, the chief concern of building construction is quality. Peabody has consistently offered quality construction to its clients. This quality is a direct result of over 90 years of construction experience.

To complement this quality workmanship, Peabody keeps abreast of the latest construction methods including construction management and "fast track" construction, in addition to conventional bid or negotiated contract work. These methods be-

come a variation on a theme: a quality building delivered within the budget and on time. The variation is: the means by which these tasks are accomplished.

In the building process in which many factors come into play, the prime concern of Peabody is to respond to the client's needs. These needs involve budget constraints, time schedule requirements, building techniques, materials or simply the ability to get the job done. The product of Peabody's experience is the ability to deliver quality construction within the project budget and on schedule. Peabody has continually and successfully utilized experience in order to deliver the best possible building projects to Peabody's clients.

CONSTRUCTION PARTIAL PROJECT LIST

NAME AND LOCATION	CONTRACT AMOUNT	DATE COMPLETED
• Long Island Hospital Boston, MA (Renovations)	\$ 400,000 00	1971
• Roxbury Comprehensive Community Health Center Roxbury, MA (New Construction)	\$ 1,600,000.00	1974
• Corey Road Elderly Boston, MA	\$ 8,400,000.00	1977
• Ocean Spray Cranberry Headquarters Plymouth, MA	\$ 1,400,000.00	1978
• MBTA Station/Garage Braintree, MA	\$ 9,661,024 00	1979
• Phoenix Row Haverhill, MA	\$ 2,884,000 00	1979
• Sears, Roebuck & Co. Braintree, MA	\$ 5,204,526 00	1980
• Old Town Apartments Cincinnati, Ohio	\$ 6,500,000.00	1980
• Dock Square Garage Boston, MA	\$ 5,500,000.00	1980
• South Main Place Shopping Mall Fall River, MA	\$ 3,202,780.00	1981
• Cushing Residence Hanover, MA	\$ 6,471,238 00	1981
• Fairhaven Village Fairhaven, MA	\$ 6,700,000 00	1981
• Borden Place East & West Fall River, MA	\$10,100,000.00	1981
• Market Mill Lowell, MA	\$11,000,000 00	1981
• Harbor Loft Apts. Lynn, MA	\$13,600,000 00	1981
• Adams/Templeton Housing Dorchester, MA	\$ 3,515,000.00	1981
• Bellflower Elderly Boston, MA	\$ 6,500,000.00	1981
• MBTA Maintenance Facility Everett, MA	\$ 9,007,135 00	1982
• Farnsworth House Jamaica Plain, MA	\$ 3,304,441.00	1982
• Vamp Building Lynn, MA	\$ 6,089,803.00	1982
• Lamplighter Village Canton, MA	\$ 2,675,000 00	1982
• Machine Central Tool Shops Portsmouth Naval Shipyard Portsmouth, New Hampshire	\$ 6,110,000.00	1983
• Andover Schools Andover, MA (Additions & Alterations)	\$10,883,389 00	1983
• Tuck's Point Beverly, MA	\$11,100,000.00	1983
• Chelsea Hospital Rehab Chelsea, MA	\$ 2,800,000 00	1983
• Chelsea Village Chelsea, MA	\$ 6,200,000 00	1983

LEFT

MBTA STATION AND GARAGE Braintree, MA

Owner	Massachusetts Bay Transportation Authority
Contractor	Peabody Construction Co., Inc.
Architect	
Engineer	Parsons, Brinckerhoff, Quade & Douglas
Construction Cost	\$ 9,661,024 00
Completed	1979

RIGHT

ANDOVER SCHOOLS Andover, MA

Owner	Town of Andover
Contractor	Peabody Construction Co., Inc.
Architect	Perley F. Gilbert Associates
Construction Cost	\$ 10,883,000.00
Completion:	1983



Peabody Construction Co., Inc.'s construction management is an efficient cost-effective way to approach a building project. Construction management is a method by which the Owner, the Architect, the Engineers, and Peabody form a project team at the inception of the project in order to deliver the building within the budget and on schedule. With the atmosphere of the building industry in constant flux due to rising costs and the increasing complexity of construction projects, it is important to retain tight management controls throughout the entire process. Peabody Construction, through its construction management team, can offer over 90 years of experience in the formation of a building project.

Input from Peabody's construction management team from project inception to occupancy can save dollars and time. This process can insure project success from the use of the latest

construction techniques and methods to common sense design input that can trim the cost of a construction project. Options must be discovered and priorities established in order to determine the proper construction program. The establishment of priorities is not an easy process, it can only be done through the eyes of design and construction personnel with many years of experience. It is therefore important to have Peabody a part of the team as soon as feasible in the early decision-making process.

Peabody's experience aids in the areas of cost analysis, evaluation of construction techniques, estimating, purchasing, scheduling and value management. By utilizing the construction management process, costly redesign would be avoided. Peabody prides itself on its ability to deliver a project within the budget and within the designated time frame.

PARTIAL LIST OF PROJECTS UTILIZING CONSTRUCTION MANAGEMENT

NAME AND LOCATION	CONTRACT AMOUNT	DATE COMPLETED
• 77 Adams Street Quincy, MA	\$ 4,000,000.00	1975
• Corey Road Elderly Boston, MA	\$ 8,400,000 00	1977
• Ocean Spray Cranberry Headquarters Plymouth, MA	\$ 1,400,000 00	1978
• MBTA Station/Garage Braintree, MA	\$ 9,661,024 00	1979
• Phoenix Row Haverhill, MA	\$ 2,884,000.00	1979
• Sears, Roebuck & Co. Braintree, MA	\$ 5,204,526 00	1980
• Old Town Apartments Cincinnati, Ohio	\$ 6,500,000.00	1980
• Dock Square Garage Boston, MA	\$ 5,500,000 00	1980
• South Main Place Shopping Mall Fall River, MA	\$ 3,202,780 00	1981
• Cushing Residence Hanover, MA	\$ 6,471,238 00	1981
• Fairhaven Village Fairhaven, MA	\$ 6,700,000 00	1981
• Borden Place, East & West Fall River, MA	\$10,100,000 00	1981
• Market Mill Lowell, MA	\$11,000,000 00	1981
• Harbor Loft Apts Lynn, MA	\$13,600,000 00	1981
• Adams/Templeton Housing Dorchester, MA	\$ 3,415,000 00	1981
• Bellflower Elderly Boston, MA	\$ 6,500,000 00	1981
• Farnsworth House Jamaica Plain, MA	\$ 3,304,441 00	1982
• Tuck's Point Beverly, MA	\$ 11,100,000.00	1983
• Chelsea Hospital Rehab Chelsea, MA	\$ 2,800,000 00	1983
• Chelsea Village Chelsea, MA	\$ 6,200,000 00	1983

MBTA MAINTENANCE FACILITY Everett, MA

Owner	Massachusetts Bay Transportation Authority
Contractor	Peabody Construction Co., Inc.
Architect	Knight, Bagge, & Anderson, Inc.
Engineers	Fay, Spofford & Thorndike, Inc.
Construction Cost	\$ 9,007,135 00
Completed	1982



One of Peabody's prime considerations has been the dedication to the reuse of old buildings. Peabody, over the last ten years, has been in the forefront of the rehabilitation of historic structures. Peabody's experience in dealing with the historical agencies and the federal programs has been invaluable in establishing feasible real estate projects. These rehabilitation projects utilize, to the greatest extent possible, the existing structure and unique features of the building; however, building systems are replaced and updated to accommodate the new use for the building.

Building rehabilitation presents a challenge from a development and construction viewpoint. Often the previous use of the building is quite different from the final adaptive reuse. Insight into potential building reuse

stems from experience in this specific area. The existing building's dimensions and materials are important in determining the reuse feasibility.

Restoration of the exterior building is not only done in a sensitive manner but must conform to State and National historic preservation guidelines. It is often desirable to obtain historic certification for the rehabilitated structures, allowing for various financing and fund generating techniques that aid in the feasibility of a development project. Peabody has a thorough knowledge of Federal/State programs and incentives that are integral in building reuse feasibility. Peabody has been involved in over sixty million dollars' worth of adaptive reuse projects. Peabody continues to be an innovator in historic building adaptive reuse.

REHABILITATION PROJECT LIST

NAME	LOCATION	APARTMENTS	COST	COMPLETED
• Mercantile Wharf Building	Boston, MA	121	6,000,000.	1976
• Francis Gatehouse Mill	Lowell, MA	90	2,310,000.	1977
• Wickford Village	North Kingstown, Rhode Island	125	1,429,000.	1977
• Windsor Village (Prison Conversion)	Windsor, VT	80	2,100,000.	1978
• Phoenix Row	Haverhill, MA	97	2,884,000.	1979
• Old Town Apartments	Cincinnati, OH	193	6,500,000.	1980
• Fairhaven Village	Fairhaven, MA	169	6,700,000.	1981
• Market Mill	Lowell, MA	230	11,000,000.	1981
• Harbor Loft Apts.	Lynn, MA	360	13,600,000.	1981
• Adams/Templeton	Dorchester, MA	74	3,515,000.	1981
• Daly Drug Building	Lynn, MA	120	4,800,000.	1981
• Vamp Building Phase II	Lynn, MA	242	6,089,803.	1982
• Bixby Goldthwaite	Brockton, MA	100	3,500,000.	1982
• Chelsea Hospital Rehab	Chelsea, MA	66	2,800,000.	1983

UPPER LEFT

PHOENIX ROW Haverhill, MA

Owner Bethany Homes Inc
 Contractor Peabody Construction Co., Inc
 Architect Woodman Associates Architects
 Construction Cost \$ 2,884,000.00
 Completed 1979

RIGHT

MARKET MILL Lowell, MA

Developer Market Mill Associates
 Contractor Peabody Construction Co., Inc
 Architect Anderson-Notter-Finegold, Inc.
 Property Management Peabody Properties, Inc.
 Construction Cost \$11,000,000.00
 Completed 1981

LOWER LEFT.

CHELSEA NAVAL HOSPITAL SITE Chelsea, MA

Developer Chelsea Hill Associates
 Contractor Peabody Construction Co., Inc
 Property Management Peabody Properties, Inc.



In the recent trend towards urbanization, Peabody again has responded to this urban growth through the construction of parking facilities. Peabody has constructed over 4,000 spaces in structured parking. Whether the need for parking facilities is generated due to increases in housing or to accommodate increased activity in commercial/office development or as a part of mass transportation projects, Peabody has become a forerunner in the construction of such facilities. The construction

of structured parking in an urban atmosphere requires not only knowledge of the efficiencies of the design of the automobile housed in a building structure but also the proper pedestrian and automobile circulation requirements necessary to make a parking facility work. Peabody offers this knowledge and the experience in choosing proper materials and methods of construction that are totally unique to the demands of the automobile.

**PARKING FACILITIES
PROJECT LIST**

	NUMBER OF SPACES	TOTAL COST	DATE COMPLETED
• Underground Garage Brookline, MA	200 Spaces	\$2,600,000	1964
• Winthrop Square Parking Garage Winthrop, MA	240 Spaces	\$1,000,000	1968
• Elm Street Parking Garage New Bedford, MA	1100 Spaces	\$4,000,000	1975
• Air Rights Parking Garage New Bedford, MA	178 Spaces	\$1,755,927	1976
• Underground Parking Garage Christopher Columbus Plaza	45 Spaces	\$1,000,000	1977
• MBTA Station Garage Braintree, MA	1100 Spaces	\$9,661,024	1979
• Dock Square Garage Boston, MA	600 Spaces	\$5,500,000	1980

TOP:

**DOCK SQUARE PARKING GARAGE
Boston, MA**

<i>Developer</i>	<i>D S. Parking Trust</i>
<i>Contractor</i>	<i>Peabody Construction Co., Inc.</i>
<i>Architect</i>	<i>Desmond & Lord</i>
<i>Construction Cost</i>	<i>\$ 5,500,000.00</i>
<i>Completed</i>	<i>1980</i>

BOTTOM:

**MBTA STATION AND GARAGE
Braintree, MA**

<i>Owner.</i>	<i>Massachusetts Bay Transportation Authority</i>
<i>Contractor</i>	<i>Peabody Construction Co., Inc.</i>
<i>Architect/Engineer.</i>	<i>Parsons, Brinckerhoff, Quade & Douglas</i>
<i>Construction Cost</i>	<i>\$ 9,661,024.00</i>
<i>Completed</i>	<i>1979</i>



Peabody Construction Co., Inc. has continually responded to the current needs of the building industry. In response to the increasing housing demands, Peabody has become an acknowledged leader in the construction and development of multi-family housing. In the past ten years Peabody has built over 11,000 units of housing at a cost of over one third of a billion dollars. Utilizing Federal, State and Local incentives and programs Peabody has successfully contributed to many communities throughout New England. Pea-

body's full spectrum capabilities can offer to a housing project experience in development, construction and property management to aid in the project's success. Peabody has a proven record of responding to the needs of the future residents but also to community needs. Close contact is maintained with community groups and local agencies to ensure project compatibility with its environment. Today's housing need is a vital concern for each community. Properly constructed housing is of vital importance to Peabody.

UPPER LEFT

WOODRIDGE (NORTH ANDOVER HOMES)
North Andover, MA

Owner	Archdiocese of Boston
Contractor	Peabody Construction Co., Inc
Architect	Goody & Clancy
Construction	
Cost	\$ 8,000,000.00
Completed	1979

LOWER LEFT:

CHRISTOPHER COLUMBUS PLAZA
Boston, MA

Developer	Ausonia Homes Associates
Contractor	Peabody Construction Co., Inc
Architect	Mintz Associates
Property	
Management	Peabody Properties, Inc.
Construction	
Cost	\$ 5,500,000.00
Completed	1977

RIGHT:

77 ADAMS PLACE, CONDOMINIUMS
Quincy, MA

Developer	77 Adams Place Company
Contractor	Peabody Construction Co., Inc
Architect	Smith, Sellev & Doherty
Property	
Management	Peabody Properties, Inc.
Construction	
Cost	\$ 4,000,000.00
Completed	1975



A good reason why you should choose Peabody for your next office, commercial or industrial building project is, simply, experience. Since the Company's beginning in 1891 Peabody has encountered a range of building projects, the experience of which is continually passed on to the client. Peabody's long history in fair dealings with its subcontractors has enabled the Company to establish relationships that aid in the successful completion of the most complicated projects.

Peabody has been involved in the recent upsurge in commercial/office/industrial facilities in a

variety of ways. From the construction of 204,000 square foot Sears Department Store in Braintree, Massachusetts to the 76,000 square foot South Main Place shopping mall in Fall River, Massachusetts, Peabody has been able to contribute largely to the success of these commercial ventures through its on time and on budget construction.

Peabody Construction looks forward to becoming involved in your industrial/commercial project and can offer a variety of methods from which to approach your project in order to assure not only feasibility but success.

INDUSTRIAL/OFFICE/COMMERCIAL
CONSTRUCTION

NAME AND LOCATION	CONTRACT AMOUNT	DATE COMPLETED
• North End Branch Library Boston, MA	\$ 260,000.	1965
• River City Shopping Center Waltham, MA	\$1,000,000.	1967
• Hanscom Field Hangars (2) Bedford, MA	\$1,000,000.	1968
• Standard Uniform Building Boston MA	\$ 450,000.	1968
• Fields Corner/Columbia MBTA Station Rehab, Boston, MA	\$2,500,000.	1968
• Ocean Spray Cranberry Headquarters Plymouth, MA	\$1,400,000.	1978
• MBTA Station/Garage Braintree, MA	\$9,661,024.	1979
• Sears, Roebuck & Co. Braintree, MA	\$5,204,526	1980
• South Main Place Shopping Mall Fall River, MA	\$3,202,780.	1981
• MBTA Maintenance Facility Everett, MA	\$9,007,135	1982
• Machine/Central Tool Shops Moderni- zation, Third Increment Portsmouth Naval Shipyard Portsmouth, New Hampshire	\$6,110,000.	1983

LEFT:

MBTA MAINTENANCE FACILITY
Everett, MA

Owner: Massachusetts Bay Transportation Authority
Contractor: Peabody Construction Co., Inc.
Architect: Knight, Bagge, & Anderson, Inc.
Engineers: Fay, Spofford & Thorndike, Inc.
Construction Cost: \$ 9,007,135.00
Completed: 1982

RIGHT:

SOUTH MAIN PLACE
Fall River, MA

Developer: South Main Place Associates
Contractor: Peabody Construction Co., Inc.
Architect: Chia-Ming Sze Architect, Inc.
Property Management: Peabody Properties, Inc.
Construction Cost: \$ 3,202,780.00
Completed: 1981

SCHOOL CONSTRUCTION

NAME AND LOCATION	CONTRACT AMOUNT	DATE COMPLETED
• Fort Rodman School Center New Bedford, MA	\$ 6,000,000.	1956
• Cambridge Electron Accelerator Harvard University Cambridge, MA (Additions & Alterations)	\$ 300,000.	1961
• Architectural Engineering Building University of Massachusetts Amherst, MA	\$ 350,000.	1967
• Dormitory & Refractory Holy Cross Greek Orthodox Theological School Brookline, MA	\$ 1,000,000.	1968
• Burrell Elementary School Foxboro, MA	\$ 1,000,000.	1968
• Dedham Junior High School Dedham, MA (Complete Renovations)	\$ 1,300,000.	1968
• John Marshall School Dorchester/Boston, MA	\$ 5,000,000.	1971
• Bristol Community College Fall River, MA	\$ 9,300,000.	1972
• Ward Seven Elementary School Somerville, MA	\$ 3,700,000.	1972
• Middle School Billerica, MA	\$ 5,300,000.	1972
• Classroom & Laboratory Building Lowell Technological Institute Lowell, MA	\$ 6,800,000.	1973
• Andover Schools (High School, West Junior High and Doherty School) Lowell, MA (Additions & Alterations)	\$10,883,389.	1983

HOSPITAL/HEALTH CARE FACILITIES CONSTRUCTION

NAME AND LOCATION	CONTRACT AMOUNT	DATE COMPLETED
<ul style="list-style-type: none"> Hospital Renovations Bridgewater State Hospital Gardner State Hospital Mattapan State Hospital Pondville State Hospital Waltham State Hospital Worcester State Hospital 	\$17,000,000.	1950-1960
<ul style="list-style-type: none"> Paul A. Dever Hospital School 	\$ 1,500,000.	1960
<ul style="list-style-type: none"> Boston City Hospital Additions/Alterations 	\$ 5,000,000.	1960-1963
<ul style="list-style-type: none"> Boston City Hospital Administrative Building 	\$ 1,000,000.	1961
<ul style="list-style-type: none"> Biochemistry Lab Building Boston City Hospital Boston, MA (New Construction) 	\$ 306,000.	1966
<ul style="list-style-type: none"> Winthrop Community Hospital Winthrop, MA (Additions & Alterations) 	\$ 2,000,000.	1970
<ul style="list-style-type: none"> Sherrill House Boston, MA (Extended Care Facility) 	\$ 2,134,000.	1970
<ul style="list-style-type: none"> Long Island Hospital Boston, MA (Renovations) 	\$ 400,000.	1971
<ul style="list-style-type: none"> Roxbury Comprehensive Community Health Center Roxbury, MA (New Construction) 	\$ 1,600,000.	1974



Since its establishment in the mid-1970s, Peabody Properties, Inc. has grown to become one of the major forces in the professional real estate world. Presently, Peabody Properties manages in excess of 4,500 units in over 30 locations within four states. The reason behind our growth is simple. Peabody Properties, Inc. has the most qualified and experienced staff available. Furthermore, Peabody Properties, Inc. has developed unique management systems and put them into practice. Peabody Properties, Inc. has experienced phenomenal success — be it commercial, subsidized housing, or conventional residential.

The properties in Peabody Properties, Inc. management portfolio speak for themselves. If a real estate owner or investor is to survive in today's inflationary and uncertain economy, strong professional property management is the key to survival. And Peabody Properties is the key to improving the bottom line.

Peabody Properties has the staff and expertise to solve real estate problems. Peabody Properties, Inc. has a proven record in marketing and management. Peabody Properties, Inc. is available in any capacity — from full turn-key to responsive management to selective projects to fit individual and immediate needs.

- 77 Adams Place, Quincy, MA
- Adams/Templeton, Dorchester, MA
- Auburn Esplanade, Auburn, Maine
- Bedford Towers/Townhouses, New Bedford, MA
- Bixby II, Brockton, MA
- Borden Place Apartments, Fall River, MA
- Brockton Centre, Brockton, MA
- Catherine F. Clark Apartments, Dorchester, MA
- Chelsea Village, Chelsea, MA
- Chelsea Rehab., Chelsea, MA
- Chimney Hill Apartments, Cumberland, Rhode Island
- Christopher Columbus Plaza, Boston, MA
- Cushing Residence, Hanover, MA
- Dorchester House, Dorchester, MA
- Fairhaven Village, Fairhaven, MA
- Hadley West, Haverhill, MA
- Jaycee Place, Lowell, MA

- Judson House, Haverhill, MA
- Kenduskeag Terrace, Bangor, Maine
- King Village, New Bedford, MA
- Lamplighter Village, Canton, MA
- Leisure Tower, Lynn, MA
- Market Mill, Lowell, MA
- Melville Towers, New Bedford, MA
- Mercantile Wharf Building, Boston, MA
- Mount Pleasant Apartments, Somerville, MA
- Middlebury Arms, Middleborough, MA
- Monatiquot Village, Braintree, MA
- Olde Windsor Village, Windsor, Vermont
- Rita Hall Apartments, Lawrence, MA
- United Front Homes, New Bedford, MA
- Victory Garden Apartments, E. Boston, MA
- Windsor Terrace, Windsor, Vermont

TOTAL UNITS 4466

UPPER LEFT

MERCANTILE WHARF BUILDING
Boston, MA

Developer	Mercantile Wharf Associates
Contractor	Peabody Construction Co., Inc.
Architect	John Sharratt Associates
Property Management	Peabody Properties, Inc.
Construction Cost	\$ 6,000,000.00
Completed	1976

RIGHT

SOUTH MAIN PLACE
Fall River, MA

Developer	South Main Place Associates
Contractor	Peabody Construction Co., Inc.
Architect	Chia-Ming Sze Architect, Inc.
Property Management	Peabody Properties, Inc.
Construction Cost	\$ 3,202,780.00
Completed	1981

LOWER LEFT

MARKET MILL
Lowell, MA

Developer	Market Mill Associates
Contractor	Peabody Construction Co., Inc.
Architect	Anderson-Notter-Finegold, Inc.
Property Management	Peabody Properties, Inc.
Construction Cost	\$11,000,000.00
Completed	1981

Photography: PHOKION KARAS
Design: DARA PANNEBAKER
Printed By: ADDISON C. GETCHELL & SON, INC

peabody construction co., inc.

536 Granite Street Braintree Mass 02184

DEVELOPMENT CONSULTANT:

Robert F. Walsh Associates
60 State Street, Boston, MA 02109
(Tel. 227-3530)



Robert F. Walsh Associates

Robert F. Walsh
President

Mr. Walsh has 15 years experience in the development field. Formerly Director of the Boston Redevelopment Authority, Mr. Walsh has extensive background in urban development, public management and planning. His involvement in Boston and other municipalities include neighborhood development, downtown revitalization programs, historic preservation efforts, and institutional development.



Robert F. Walsh Associates

In the field of development, whether public, institutional, or private, this firm offers the following:

1. Planning assistance
2. Coordination of public and private interests.
3. Project development and implementation.

Robert F. Walsh Associates can save you time and resources and can help your development ideas turn into reality.

REAL ESTATE DEVELOPMENT

Anyone involved in development today knows that a working partnership of local governments, private investors, public programs and local communities is essential to success.

Robert F. Walsh Associates specializes in coordination of these groups. The President of the company, Robert F. Walsh, and his associates have long experience in development and approach any projects with respect for the objectives and constraints of all participants.

PUBLIC SECTOR

Without question City and town governments rely heavily on State and Federal funding sources in planning their growth strategies and revitalization efforts.

Robert F. Walsh Associates can identify and explore government funding opportunities and can tailor local needs to State and Federal programs.

Federal funding programs, from HUD, EDA and other agencies, are complex and ever-changing. Robert F. Walsh Associates can help you understand eligibility and can assist you in the application and implementation process. Their expertise in public funding offers substantial assistance to Local government for long and short range development plans.

INSTITUTIONS

Institutions planning expansion or consolidation of facilities must work with government agencies, and address the legitimate interests of local residents.

Robert F. Walsh Associates has experience in this complicated and sensitive process. Their involvement in institutional development can promote a community of interest in projects which will facilitate approval and successful implementation.

PRIVATE SECTOR

Private developers can benefit from the services of Robert F. Walsh Associates. The advice and assistance of this firm can supplement the technical services of appraisers, architects and engineers. Robert F. Walsh Associates can help private investors choose the best possible type of project whether it is new construction, rehabilitation or conversion.

Private ventures which couple investors' funds with government assistance can benefit from the involvement of Robert F. Walsh Associates. Their experience in construction, planning, and management as well as acting as a liaison to governmental agencies can be cost effective to the private investor.

Robert F. Walsh Associates
60 State Street
Boston, Mass. 02109
617-227-3530

ARCHITECT:

V. Victor Vitols, AIA
Vitols Associates
1230 Statler Office Building
Boston, MA 02116
(Tel. 482-1990)

Vitols Associates

We are an architectural and planning firm with experience in a wide range of building types, consisting of renovation/adaptive reuse and new construction. Our professional staff – each of whom is encouraged to develop to his or her maximum potential – is committed to achieving the best solution by combining an understanding of each client's programmatic requirements and financial considerations with the most current design techniques and technical knowledge.

Housing

Multifamily projects range from subsidized housing for families/elderly to market-rate and luxury apartments/condominiums. We have completed projects with as few as 16 and as many as 775 units.

Commercial/Retail

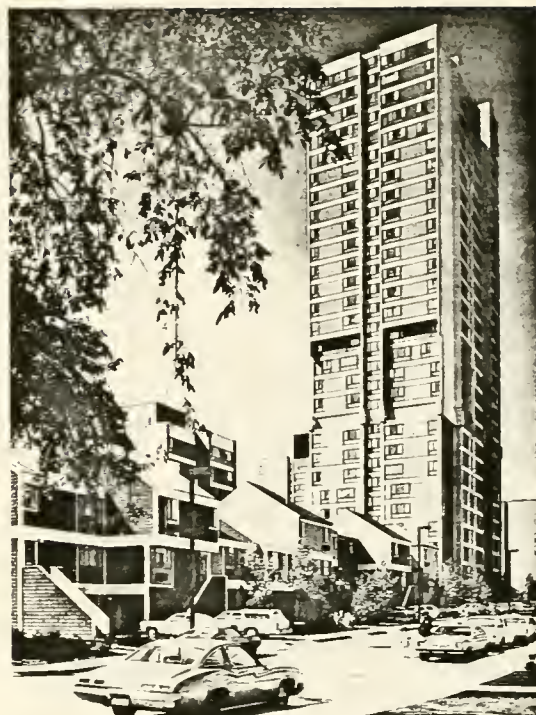
Our experience in this area includes prime office space complexes, corporate headquarters, mixed-use developments, and interior space planning.

Transportation

We are involved in two major areas: transportation centers combining rapid transit, bus, and private vehicle modes of transportation with structured parking; and parking facilities, either as individual structures or as a component of a multipurpose complex.

Health Care

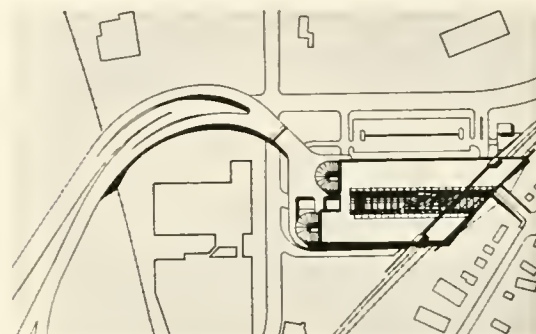
To achieve a noninstitutional quality for continuum of care for the elderly projects, we draw upon our housing experience to provide planning input and architectural design for these health care/residential facilities.



Mission Park Housing Boston, Massachusetts



1443 Beacon Street Apartments Brookline, Massachusetts



Quincy Adams Transportation Center Quincy, Massachusetts



Carleton-Willard Homes Life Care Center Bedford, Massachusetts



Chestnut Hill Gardens Newton, Massachusetts



Brick Market Place Condominiums Newport, Rhode Island



Cotton Mill Apartments Whitinsville, Massachusetts



Fitchburg Green Housing Fitchburg, Massachusetts



East Cambridge Parking Facility Cambridge, Massachusetts



Perini Corporate Headquarters Framingham, Massachusetts

Clients	Projects	Vitols Associates
Barkan Properties	Fitchburg Green	1230 Statler Office Building Boston, MA 02116 617 482-1990
Edward W. Brice, Jr. / Irwin J. Nebelkopf	Olympia Square Apartments	
Edward W. Brice, Jr. / Irwin J. Nebelkopf / Paul N. Varadian	Brightside/Piedmont Apartments Worcester Historic Schools Apartments	315 Monticello Arcade Norfolk, VA 23510 804 627-8361
Brockton Redevelopment Authority	Mainbrook Offstreet Parking Facility	
Carabetta Enterprises, Inc.	Chestnut Hill Gardens Colonial Point Apartments Malden Towers	
Charlestown Economic Development Corporation / E. Denis Walsh Associates	John Harvard School Housing for the Elderly	
Cambridge Community Development Department	East Cambridge Parking Facility*	
John M. Corcoran & Co.	Brockton Commons	
The Gutierrez Company	Bedford Farms Office Park Natick Executive Park Burlington Executive Park	
Housing Innovations, Inc.	Bergen Circle Concord Houses	
Lower Roxbury Development Corporation	Madison Park*	
Malden Redevelopment Authority	CBD Parking Facility* Jackson Street Parking Facility*	
Massachusetts Bay Transportation Authority	Quincy Center Transportation Center Quincy Adams Transportation Center*	
Mission Park Corporation / Harvard Corporation	Mission Park*	
Nahant Housing Authority	Wilson School Housing	
National Corporation for Housing Partnerships / E. Denis Walsh Associates	School Street Apartments	
Irwin J. Nebelkopf / Paul N. Varadian	Lynn Heritage Park Harbor Project	
Perini Corporation	Corporate Headquarters – Additions and Renovations	
Schochet Associates	Brick Market Place Broadway/West Broadway* Cotton Mill Apartments Portland Neighborhood Housing Development Thayer Village Apartments Weldon Hotel Apartments	
Spaulding & Co., Inc.	Carleton-Willard Homes/ Continuum of Care for the Elderly	
Spaulding & Slye Corporation	Devonshire West Office Building Wellesley Green Condominiums Newton Executive Office Park	
State Street Development Company	Bell Pond Apartments	
Sydney Construction Company, Inc.	1443 Beacon Street Apartments	
Urban Investment and Development Co.	Copley Place Housing	
Paul N. Varadian	North High Condominiums	

* joint venture projects

FIRM HISTORY

VA FIRM DESCRIPTION

INTRODUCTION

VITOLS ASSOCIATES, Architects-Planners, is an architectural and planning firm with experience and expertise in designing housing, commercial-retail, transportation, and health-care facilities. Our comprehensive range of services includes design, project management, cost estimating, and construction supervision.

HISTORY

Vitols Associates is a former component of the Glaser-de Castro-Vitols Partnership. Originally established as Samuel Glaser Associates in 1930, the firm was reorganized into Samuel Glaser and Partners in 1968 and the name changed to Glaser-de Castro-Vitols Partnership in 1975. Another reorganization in January 1979 resulted in two separate firms, Glaser-de Castro and Vitols Associates.

CONSULTANTS

Depending on the specific requirements of each project, VA works with various consultants in order to achieve the optimum design. These consultants typically include electrical, mechanical structural and site engineers, landscape architects, energy consultants and cost estimators.

SERVICES

TYPES OF SERVICES

Housing

VA has designed and supervised the construction of over 7,000 units of housing - new construction, renovation, and adaptive reuse - for private developers and under state and federal programs for subsidized housing. These projects range in size from 16 to 775 units and include housing for low - and middle-income groups, the elderly and students, in addition to market rate and luxury buildings.

Some recently completed projects are 1443 Beacon Street Apartments in Brookline, Chestnut Hill Gardens in Newton, and Colonial Point Apartments in Wakefield (all luxury market rate); Brick Market Place (mixed use - luxury housing and retail) in Newport; The Weldon Hotel in Greenfield; Olympia Square Apartments in Lynn and School Street Apartments in Taunton (adaptive reuse of existing structures to housing). Current projects include Sidney Hill Condominiums in Watertown; Bell Pond Apartments in Worcester (elderly subsidized); Copley Place Housing in Boston's Copley Square - a portion of the 60 million dollar Copley Place Development.

Commercial-Retail

Completed office buildings include the mixed-use development, Brick Market Place in Newport, Rhode Island; Newton Executive Park in Newton Lower Falls (three buildings); Wellesley Office Park in Wellesley; and the Devonshire Building, as part of the New England Executive Park complex in Burlington; and Bedford Farms in Bedford, New Hampshire. Current projects include Natick Executive Park in Natick and Center Plaza in Malden.

Transportation

VA's experience in this area includes several major projects for the Massachusetts Bay Transportation Authority, namely the Quincy Center MBTA Station and Parking Facility and the Quincy Adams MBTA Station and Parking Facility, both in Quincy, Massachusetts. Parking facilities include the Woolworth Building PF, Central Business District Jackson Street PF in Malden, East Cambridge PF in Cambridge (as part of the redevelopment plan of the East Cambridge Riverfront-Leachmere Triangle area), in addition to structured parking for housing projects, including Chestnut Hill Gardens in Newton and Mission Park in Boston.

Health Care Facilities

VA has been involved in several continuum of care for the elderly projects, which include nursing home facilities, housing, and medical facilities on such projects as Mattapan Center for Living and Carleton-Willard Homes. Other projects include the School of Nursing and Outpatient Clinic for Boston City Hospital.

RESUMES

V. VICTORS VITOLS, AIA

Background

1957 Bachelor of Architecture, Iowa State University
1958 Master of Architecture, Massachusetts Institute of Technology

Member, American Institute of Architects
Boston Society of Architects
Urban Design Committee, Boston Society of Architects

Registrations

National Council of Architectural Registration Boards (1975)
Massachusetts (1963), Maine (1976), Virginia (1976),
Rhode Island (1976), New Hampshire (1976), Connecticut (1976),
New York (1976), Vermont (1976)

1958 Joined Samuel Glaser Associates
1968 Partner, Samuel Glaser & Partners
1975 Partner Glaser/de Castro/Vitols Partnership
1979 Founder, Vitols Associates

Housing

Family and/or Elderly: Castle Square, Madison Park Houses, Concord Houses, Mission Park Houses, Bergen Circle Portland Neighborhood Housing, Weldon Hotel Apartments, Brockton Commons, Fitchburg Green, John Harvard School, School Street Apartments, Fitchburg Green, Olympia Square Apartments, Worcester Historic Schools/Brightside-Piedmont Housing, Bell Pond Apartments, Wilson School

Market-Rate/Luxury: Wellesley Green Condominiums, Thayer Village, Chestnut Hill Gardens, 1443 Beacon Street Apartments, Colonial Point Apartments, Malden Towers, Copley Place Housing, North High Condominiums, Cambridge Crossing Condominiums

Commercial/Retail: Auditorium Garage & Theater Complex, Devonshire West Office Building, Woolworth Building and Parking Facility, Newton Executive Park, Perini Corporate Headquarters, Bedford Farms Office Park, Travelers Bldg., Natick Executive Park, Burlington Executive Park

Mixed Use: Brick Market Place, Lynn Heritage Park Harbor Project

Transportation: Quincy Center MBTA Station & Parking Facility, Quincy Adams MBTA Station & Parking Facility, Malden CBD Parking Facility, East Cambridge Parking Facility, Mainbrook Offstreet Parking Facility, Jackson Street Parking Facility.

Institutional: Boston City Hospital School of Nursing, Boston City Outpatient Dept., Fitchburg State College New Student Apartments, Carleton-Willard Life Care Center, Meadowlands Hotel/conference Center.

Background

- 1959 Bachelor of Architecture
- 1960 Master of Architecture
Harvard Graduate School of Design

- 1967 Registered Architect, Massachusetts
- 1965 Registered Architect, State of Israel
- 1982 NCARB License Application in process.
Corporate Member, American Institute of Architects
Member, Brookline Zoning Board of Appeals
Brookline Historic District Study Committee
Boston Society of Architects, Harleston Parker Committee
- 1964 Mr. Silbert gained international experience by working in
to Israel and Denmark on projects that included museums, schools,
1967 town halls, and town planning schemes. Upon returning to the
U.S., he joined the office of Hugh A. Stubbins and
Associates, Inc. as Design Architect for various projects,
including the Federal Reserve Bank of Boston and St. Peter's
Church in New York City (a part of Citicorp Center), and a
design proposal for the JFK Memorial Library, Columbia Point,
Harbor Campus, Dorchester.

- 1976 Mr. Silbert established his own practice and acted as
consultant on projects including a library conversion, office
buildings, handicapped facilities, and private residences.

Vitols Associates

- 1958 Projects included Lowell Technical Institute Athletic
to Facility, Fitchburg State College Women's Dormitory, and
1964 Ulin House.
- 1979 Mr. Silbert rejoined the firm.

Projects

- Bedford Farms Office Park, Bedford, N.H. - 4 buildings,
including renovation of existing barn, into prime office
space.
- Travelers Insurance Company - office building
- Natick Executive Park - 3 buildings, prime office space,
including interior space planning consultation
- School Street Apartments, Taunton, MA - 75 units of elderly
housing, adaptive reuse of existing garage and new
construction.
- Carter Heights, Chelsea, MA - rehab of 108 housing units
- United Front Homes, New Bedford, MA - rehab of 200 housing
units
- Mountain Road Office Building, Burlington, MA
- Coris Company, Boston, MA - office renovation
- Vikrosa Trust, Manchester, N.H. - rehab of existing
structure into offices
- Two Wall Street Office Building , Manchester, N.H. - part of
Financial Services Complex

AWARDS/PUBLICATIONS

AWARDS

American Society of Landscape Architects
Merit Award - 1975
Devonshire West, New England Executive Park

Boston Society of Architects
Award for Excellence in Housing and Neighborhood
Design - 1975 and 1981
Madison Park Houses

American Institute of Architects/House & Home
Magazine
Architectural Record Houses of 1976 Award
Brick Market Place

American Institute of Architects, New England
Regional Council
Certificate of Merit - 1977
Massachusetts Masonry Institute - 1977
Boston City Hospital Outpatient Department

American Institute of Architects, New England
Regional Council
Honor Award - 1977
Cotton Mill Apartments

Boston Society of Architects
Award for Excellence in Housing and Urban
Design - 1979
Mission Park Houses

Greater Boston Real Estate Board
First Place - 1980
The Quad Housing Design Competition

New Hampshire Easter Seals Society
Handicapped Awareness Award - 1981
Bedford Farms Office Park

PUBLICATIONS

New England Architect

March 1974

Quincy Center MBTA Station & Parking Facility

House and Home

On a Small Urban Site - A Triple Use Condo

July 1976

Brick Market Place

Architectural Record Houses of 1976

Apartment of the Year

Brick Market Place

Urban Design

Mixed Use - New Zoning Tool for Urban Regeneration

Summer 1977, Volume 8, Number 2

Cotton Mill Apartments

Professional Builder

The Specialty Markets

September 1977

Cotton Mill Apartments

Process: Architecture

Low Rise Housing in America - The Urban Scene

April 1980, Number 14

Mission Park Houses

Contract

Detailed Who's Who Northeast Listings

September 1982

Carleton-Willard Homes

COMMERCIAL/RETAIL
PROJECTS

COMMERCIAL/RETAIL

Projects designed by Vitols Associates include office parks; renovations and additions to existing facilities; mixed-use projects, that combine commercial retail space with housing; and interior space planning.

	Completed
1965	Auditorium Garage & Theater Complex
1970	Devonshire West Office (part of New England Executive Office Park) Woolworth Building & Parking Facility
1975	Brick Market Place
1978	Newton Executive Park
1979	Bedford Farms Office Park - Bldgs. 1 & 2 Perini Corporate Headquarters - Additions & Renovations
1980	Grant Gear, Inc. - Additions & Renovations Travelers Insurance Building
1981	Natick Executive Park - Bldg. 1

Construction Phase
Natick Executive Park - Bldg. 2
Bedford Farms Office Park - Bldgs. 3 & 4

Contract Documents Phase
Natick Executive Park - Bldg. 3

Design Phase
Burlington Executive Center
Westpark
Pinehurst Office Building
Burlington Office Building

Commercial/Retail Projects

WOOLWORTH BUILDING AND PARKING FACILITY Boston, Massachusetts

This five-level parking facility is location above the Woolworth's Department Store building that contains 162,000 s.f. of office and commercial space.

Parking Capacity: 900 cars
Size: 300,000 s.f.
Owner: Franklin-Washington
Redevelopment Corp.
Cost: \$5.5 million (total
project)
Completion Date: 1969

Commercial/Retail Projects

BRICK MARKET PLACE Newport, Rhode Island

Until 1973, this historic seaport was known mainly as a naval base and summer colony, featuring such attractions as the Newport Jazz Festival and America's Cup Race - a sailboat race of international scope. Then the U. S. Navy decided to close down its base - a decision that motivated the town to stabilize itself into a year-round residential community and strengthen its business community.

One component of this effort is Brick Market Place, a combination of 44 apartments, 30 specialty shops, and 10 offices - all of which were sold as condominiums. This approach was taken to help the stabilization effort and to ensure quality shops.

Brick Market Place is located on the waterfront, next to the original Brick Market building from which it took its name. Therefore, integration with the historical character and scale of the area was a critical factor. The response to this was not to line up the 4 buildings in a straight line, but to vary setbacks and rooflines for a more random appearance and limit building height to 3 stories. Shipped-lapped cedar siding, preassembled into modular units as a time- and cost-savings factor, was chosen for the interior material. Brick paving, complementing the cobblestone typical to this area, was used for the open courtyards between the buildings.

Owner/Developer: Westminster/
Schochet Associates
Contractor: Reliable Homes
Cost: \$2.5 million
Completed: 1975

Vitols Associates

Commercial/Retail Projects

NEWTON EXECUTIVE PARK Newton Lower Falls, Massachusetts

This prime office space complex consists of three, 3-story buildings on a six acre site located at the junction of Routes 128 and 16. This complex boasts easy access to rapid transit and bus service, ample parking space and extensive landscaping, including a pedestrian plaza lined with trees, and shrubbery featuring a waterfall. Power and telephone lines were placed underground.

The planning and review process involved the Newton Redevelopment Authority, the Lower Falls Improvement Association and the Lower Falls Project Area Committee. It resulted in a high quality project acceptable to the Community.

Buildings I & II each total 45,000 s.f. and Building III totals 22,800 s.f. As the project is for multi-tenant occupation, the offices were designed to allow for versatility and maximum space utilization. Construction began in November 1975 and Building I was completed on schedule in August 1976. The remaining two buildings were completed by 1978.

Materials: Steel columns and beams, precast concrete facade, solar bronze windows with dark aluminum frames.

Owners: Spaulding and Slye
Completion Date 1978
Cost: \$3.6 million

Commercial/Retail Projects

PERINI CORPORATE HEADQUARTERS Framingham, Massachusetts

Perini's corporate headquarters has been expanded and renovated several times since 1931, when Perini moved its operations from Ashland to Framingham. The most recent work, 30,000 s.f. of new construction and 27,000 s.f. of renovation, more than doubled the existing facilities to accommodate general and administrative departments and the addition of several divisional operation centers.

The main feature of the facility is a central landscaped courtyard that was created by the new addition. The court has access from the main entrance lobby and employees' cafeteria and can be viewed from the executive offices and main conference room.

A new exterior wall unified the existing building with the addition, a stairwell was added to one corner for fire safety reasons, and the parking lot was reorganized and landscaped.

Owner: Perini Corporation
Completion Date: 1979
Cost: \$3 million

Commercial/Retail Projects

GRANT GEAR, INC.
Norwood, Massachusetts

This project includes additions and alterations to an existing industrial building for production, administrative, and rental space including the addition of a truck shipping-&-receiving dock.

Owner: Grant Gear, Inc.
Completion Date: 1980
Cost: \$650 thousand

Commercial/Retail Projects

NATICK EXECUTIVE PARK
Building No. 2
Natick, Massachusetts

Located off Route 9, this 3 story office building features a central entrance atrium and glass elevators.

The structure contains a precast concrete panel exterior with aluminum/bronze-tinted glass windows. The building comprises 83,000 s.f. - 27,000 s.f. per floor.

Other amenities, beside the atrium and glass elevators, include a fountain and an above average parking allowance per 1000 s.f. of rental space.

The landscaping for the entire office park has been coordinated so as to integrate each building within the overall master plan.

Owner: The Gutierrez Company
and the Sellev Family
Completion Date: July 1982
Cost:

Commercial/Retail Projects

TWO WALL STREET OFFICE BUILDING Manchester, New Hampshire

This four story office building is the anchor of the Financial Services Complex in Manchester, N. H. Urban siting constraints were a major determinant of the floor plans for the 65,000 s.f. of office space. Existing buildings along the northern property line dictated a concentrated core centered against this edge in order to maximize exposure on the east, south, and west sides. A thirty-six foot setback along the Elm Street property line enabled a harmonious relationship to the existing Bank East, the creation of a landscaped plaza on the main city street, and eased the problems created by the grade differential along the east-west axis.

Owner: The Gutierrez Company &
Twigg Associates
Completion Date: August 1983
Cost:

CLIENTS

CLIENTS

BARKAN PROPERTIES

EDWARD W. BRICE, JR.

BROCKTON REDEVELOPMENT AUTHORITY ✓

CARABETTA ENTERPRISES, INC.

CHARLESTOWN ECONOMIC DEVELOPMENT CORPORATION

CAMBRIDGE COMMUNITY DEVELOPMENT DEPARTMENT ✓

JOHN M. CORCORAN & CO.

FIRST BAPTIST BEVERLY HOUSING

THE GUTIERREZ COMPANY

HOUSING INNOVATIONS, INC.

LOWER ROXBURY DEVELOPMENT CORPORATION

MALDEN REDEVELOPMENT AUTHORITY ✓

MASSACHUSETTS BAY TRANSPORTATION AUTHORITY

MASSACHUSETTS STATE COLLEGE BUILDING AUTHORITY

PROJECTS

Fitchburg Green

Broadway/West Broadway*
Brightside/Piedmont Apartments
Worcester Historic Schools Apartments
Olympia Square Apartments
Thayer Village Apartments
Weldon Hotel ApartmentsMainbrook Offstreet Parking FacilityChestnut Hill Gardens
Colonial Point Apartments
Malden Towers

John Harvard School Housing for the Elderly

East Cambridge Parking Facility*

Brockton Commons

Turtle Creek Housing

Bedford Farms Office Park
Natick Executive Park
Burlington Executive ParkBergen Circle
Concord Houses

Madison Park*

✓ CBD Parking Facility*✓ Jackson Street Parking FacilityQuincy Center Transportation Center
Quincy Adams Transportation CenterFitchburg College New Student
Apartments

* joint venture

MISSION PARK CORPORATION
c/o HARVARD UNIVERSITY

Mission Park*

NAHANT HOUSING AUTHORITY

Wilson School Housing for the Elderly

NATIONAL CORPORATION FOR HOUSING PARTNERSHIPS

School Street Apartments

IRWIN J. NEBELKOPF

Olympia Square Apartments
Lynn Heritage Park Harbor Project
Brightside/Piedmont Apartments
Worcester Historic Schools Apartments

PERINI CORPORATION

Corporate Headquarters - Additions and
Renovations

SCHOCHET ASSOCIATES

Thayer Village Apartments
Brick Market Place - Phase 1
Portland Neighborhood Housing Development
Cotton Mill Apartments
Broadway/West Broadway*
Weldon Hotel Apartments

SPAULDING & CO., INC.

Carleton-Willard Continuum of Care for
the Elderly

SPAULDING & SLYE CORPORATION

Devonshire West Office Building
Wellesley Green Condominiums
Newton Executive Office Park

STATE STREET DEVELOPMENT COMPANY

Bell Pond Apartments

SYDNEY CONSTRUCTION COMPANY, INC.

1443 Beacon Street Apartments

URBAN INVESTMENT AND DEVELOPMENT CO.

Copley Place Housing

PAUL N. VARADIAN

North High Condominiums
Brightside/Piedmont Apartments
Worcester Historic Schools Apartments
Lynn Heritage Park Harbor Project

E. DENIS WALSH ASSOCIATES

School Street Apartments

* joint venture

REFERENCES

LIST OF REFERENCES

THE BARKAN COMPANIES
1330 Boylston Street
Chestnut Hill, MA 02167
Mel Barkan, President
617-734-9600

BROOKLINE ASSOCIATES
1 Lincoln Street
Newton Highlands, MA 02161
Stanley Sydney, Partner
617-964-0280

CARABETTA ENTERPRISES
384 Pratt Street
Meriden, CT 06450cut
Joseph F. Carabetta
Chairman of the Board
203-235-1633

CARLETON WILLARD HOMES
c/o SHERBURNE, POWERS & NEEDHAM
One Beacon Street
Boston, MA 02108
William V. Tripp, III Esq, (Trustee)
617-523-2700

COPLEY PLACE - BOSTON
URBAN INVESTMENT & DEVELOPMENT COMPANY
John Hancock Building, 45th Floor
Boston, MA 02116
Kenneth Himmel, Vice President
Steve Eimer, Director of Development
617-536-8500

JOHN M. CORCORAN COMPANY
500 Granite Avenue
Milton, MA 02186
John M. Corcoran, President
617-696-0275

WILLIAM H. DOLBEN & SONS, INC.
40 Court Street
Boston, MA 02109
Donald C. Dolben, President
617-367-0400

EDWARDS & ANGELL
One Hospital Trust Plaza
Providence, R.I. 02903
Timothy T. More, Esq.
401-274-9200

GUTIERREZ COMPANY
2 Burlington Executive Center
111 Middlesex Turnpike
P.O. Caller Box 542
Burlington, MA 01803
Arthur Gutierrez, President
617-272-7000

GEORGE B.H. MACOMBER CO.
Russia Wharf
530 Atlantic Avenue
Boston, MA 02210
George Macomber, President
617-451-2700

MCCORMACK & ZIMBLE
225 Franklin Street
Boston, MA 02110
Edward J. McCormack Jr. Esq.
617-482-1400

MISSION PARK CORPORATION
c/o Harvard University
964 Holyoke Center
Cambridge, MA 02138
L. Edward Lashman, Director of External
Projects
617-495-1920

LIST OF REFERENCES

Page 2

PERINI CORPORATION
73 Mt. Wayte Avenue
Framingham, MA 01701
David Perini, President
617-875-6171

SCHOCHET ASSOCIATES
720 Statler Office Building
Boston, MA 02116
Jay R. Schochet, President
617-482-8925

SPAULDING & COMPANY
2345 Washington Street
Newton Lower Falls, MA 02162
Richard Spaulding, President
617-244-5000

SPAULDING & SLYE CORPORATION
15 New England Executive Park
Burlington, MA 01803
William Whelan, Vice President
617-523-8000

STATE STREET DEVELOPMENT
84 State Street
Boston, MA 02109
Walter Winchester, President
617-723-8100

ARCHITECTS:

Kallmann, McKinnell & Wood Architects, Inc.
127 Tremont Street
Boston, MA
(Tel. 482-5745)

Kallmann, McKinnell & Wood, Architects, Inc., was founded in 1962 when Gerhard Kallmann and Michael McKinnell won the national competition for the Boston City Hall. Since then the firm has achieved an outstanding reputation for the design and technical excellence of its buildings. This reputation has been recognized by numerous honors, including two AIA Honor Awards and, on three occasions, the Harleston Parker Medal. In an AIA Bicentennial poll, distinguished architects, historians and critics cited the Boston City Hall as one of the "proudest achievements of American architecture...." The City Hall received more votes than any other building designed by a living architect.

From this beginning the firm has been continually associated with the Government Center. Kallmann, McKinnell & Wood has designed the 2000-car parking garage which serves the area and many of the open spaces throughout this section of the city. These include, besides City Hall Plaza, Pemberton Square, Washington Mall, and Cardinal Cushing Park, all of which conform to a common language of form and materials which were laid out in the Government Center Street Furnishings and Landscape Master Plan prepared by the firm for the Boston Redevelopment Authority in 1968.

✓ Other Boston Buildings which the firm has designed include the Boston Five Cents Savings Bank, another commission awarded through a design competition, and most recently, the proposed expansion of the Hynes Auditorium. ✓

Kallmann, McKinnell & Wood has placed first in four major competitions in all and has received awards in four further national or international competitions.

The firm has provided full architectural services for a wide variety of building types and civic spaces and is the architect of record of building projects ranging in cost from under \$1 million to nearly \$100 million. The total construction value of this completed work is approximately \$200 million.

LEGAL COUNSEL:

Thomas E. Finnerty, Esq.
45 Bromfield Street, Boston, MA 02108
(Tel. 542-7575)

R E S U M E

Thomas E. Finnerty, Esquire
133 Brigantine Circle
Norwell, Massachusetts 02061

Born - August 12, 1935
Married - Six Children

Engaged in General Practice of law with offices at 45 Bromfield Street, Boston, Massachusetts, 02108.

EDUCATION

Boston College Law School, Law Review
Editorial Staff 1960 LL.B.
Boston College 1957 B.S.
Past member of Boston College Law Alumni Council

EXPERIENCE

Assistant District Attorney, Suffolk County - 1963 - 1972
District Attorney - 1975 - 1979
Occasional Lecturer - Trial Practice

PROFESSIONAL ASSOCIATIONS

Admitted to Practice before Massachusetts Bar - 1960
Admitted to Practice before Federal District Court - 1961
Massachusetts Bar Association
Plymouth County Bar Association
National Association of District Attorneys

I have had experience in real estate development with the firm of E. Denis Walsh Construction Company, 73 Tremont Street, Boston, and Alex McNeil Associates, 420 Providence Highway, Westwood.

PARKING CONSULTANT:

Schwartz Parking, Inc.
60 Washington Street
Hartford, Connecticut 06106
(Tel. (203) 527-9184)



SCHWARTZ PARKING, INC.
OPERATIONS · MANAGEMENT · CONSULTING

Michael H. Schwartz, President

December 27, 1982

Peabody Construction, Inc.

536 Granite Street

Braintree, MA 02184

Attn: Edward P. Fish, President

Re: Government Center Garage

We have examined the above captioned garage and the potential operation by our firm in the event you should purchase this facility. You have already received under separate cover our proforma Operating and Expense Budget.

In order to bring this garage up to the standards of a first class facility, it will be necessary to spend a considerable amount of money. The items that we see immediately that are necessary are as follows:

- 1) Replace present lighting with high pressure sodium fixtures.



- 2) Rewire said lights so that they may be switched during the day in a manner desired to conserve energy.
- 3) Repair all floor areas that are presently spalled and cracked.
- 4) Repair and upgrade existing elevators.
- 5) Purchase and install State of the art revenue and vehicle control systems.
- 6) Purchase a sweeper and two Cushman vehicles.
- 7) Restripe and repaint.

It is our intention to staff the garage to a much greater level than presently exists and to have all such staff properly uniformed and trained. We will also provide armed security guards patrolling the garage in Cushman vehicles at all times the garage is open for business.

It is our opinion that in order for this garage to serve the community for which it exists and to attract more business than it currently enjoys, it will be necessary to operate in

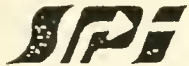


the best manner possible and to provide to the public a clean, well lighted, courteously staffed facility. By following such a plan benefits will be provided to everyone concerned including the patrons, the owners and the community in general.

In order that you understand our firm, its reputation and its policies, please find following a description of who we are and what we do.

Schwartz Parking was founded in 1928 in Hartford, Connecticut and has been in the business of successfully owning, leasing and managing parking facilities since that time. At the present time, we operate 60 locations including 18 garages in 10 cities. These locations comprise in excess of 25,000 parking spaces.

The parking locations we operate include garages ranging from 200 spaces to 1,500 spaces serving employee parking, commercial, monthly and transient parking, hotel parking and parking for the general public.

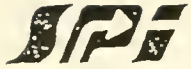


Some of the surface lots that we operate are for employee parking as well as commercial parking, but also include facilities which serve event parking such as Milford Jai Alai and Bridgeport Jai Alai. As you can see, our range of experience in the facilities that we operate, and have operated in the past, covers the entire range of parking services.

Please find following a list of references you may feel free to contact. We have not forewarned these people of your possible inquiry.

Warren Healey, General Manager
Constitution Plaza, Inc.
One Constitution Plaza
Hartford, CT

Henry Mulhern, Chief Engineer
Malden Redevelopment Agency
Government Center
Malden, MA



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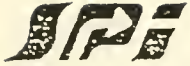
Richard Mulready, President
Servus Corporation
One Financial Plaza
Hartford, CT

Ron Devicino, General Manager
Peter Savin Properties
60 Washington Street
Hartford, CT

John Barber, Director of Major Properties
Real Estate Investment
Massachusetts Mutual Life Insurance
Springfield, MA

Brian Condon, Vice President of Admin.
Yale New Haven Hospital
New Haven, CT

Robert Flanagan, Director of Real Estate
City of New London

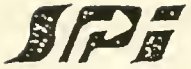


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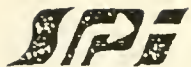
Anthony Capella, General Manager
Bridgeport Jai Alai
Bridgeport, CT

Albert O. White, President
A. O. White
Baystate West
Springfield, MA

Our company has four key executives; Michael H. Schwartz, President; Sherman H. Liftig, Executive Vice President; (Mrs.) Francine P. Scricca, Administrative Vice President and Richard A. Stowell, Controller. Depending upon the subject matter to be discussed, any or all of us are continually available to our clients for whatever reason our client deems necessary. We consider this availability so important that we have deliberately limited the size of our company and the number and location of its operations so that such availability will exist. Unfortunately, this benefit is rarely available from the large firms whose interests are nationwide in scope.

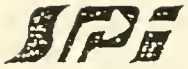


While every parking facility may run on its own to a certain extent, on a day-to-day basis operational guidance and supervision is supplied from the Home Office to all field personnel and supervisory managers. Not only do we own a substantial computer in our Home Office, but the size of our organization and the number of personnel of all types employed by us allows us to cover all personnel contingencies at any location at a moment's notice. In addition, company employed supervisors oversee all locations on a daily basis. All payroll and labor cost is handled through the Home Office computer together with the filing of all reports and the payment of all payroll-related taxes and costs. The purchase of all major merchandise and services, as well as payment for such, is handled from the Home Office unless the client directs otherwise. The Home Office retains both General legal counsel and counsel in such specialized fields as Labor Law and Personnel Relations. All uninsured claims are handled through the Home Office and all necessary insurance for any facility may be provided by our blanket policies carried through the Home Office. In short, the Home Office is actively involved on a constant basis with field operations.



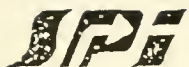
Although the parking industry generally relies on a lower wage scale personnel to fill routine positions, we have found that by hiring retirees, we have been much more successful in attracting a higher level of individual to a part-time job. We feel that the administration of our personnel is excellent. We have no union involved except in one location in Bridgeport where we inherited the union when we took over from a prior operator.

Generally speaking, our personnel are recruited from the Hartford job market. This recruitment takes place in the form of newspaper advertisements as well as State and Municipal agencies involved with the unemployed. At the present time, our work force is 50% minorities and women. These figures tend to remain fairly constant with very little fluctuation. Training is ordinarily done on the job; however, this does not mean that the training necessarily takes place in the location to which the trainee is finally assigned. In most cases, the trainee receives his experience at an established location and is then transferred to the new location. In your case however, it is our initial plan to staff your garage with experienced personnel. This is especially true as regards the on-site assistant manager.



Presently, our wage rates range from the starting wage of \$3.75 - \$4.00 per hour up to \$5.00 - \$6.00 per hour for maintenance personnel including the sweeper operator. Managers and Assistant Managers salaries range from \$14,000 to \$36,000 per year depending upon responsibility, size of operation and experience.

Our regard for our personnel is sensitive and extensive and we provide to all qualified employees company-paid health and major medical plans for themselves and their dependants as well as a company-paid pension plan. In addition, we provide generous vacation and personal time benefits. I am enclosing a copy of our Employee Handbook and Benefits Booklets for your examination. At the present time, our pension plan is predicated on a company-paid contribution of 5% of gross income per employee; however, forfeitures which remain in the plan have brought that down to 4.25%. Our Health and Major Medical Plan is \$47.00 per month per employee which is company paid. The cost of dependant coverage is \$73.00 per month additional of which the company pays half and the employee pays half. These rates include life insurance for the employee.



In addition to these benefits, employees are also entitled to earn sick time and personal time as discussed in the handbook. The cost of vacation time is included in the payroll expense on the included budget.

Please find following a partial representation of our clients.

Travelers Insurance Company
Constitution Plaza, Inc.
City of Malden, MA
City of New London, CT
Massachusetts General Hospital
Yale New Haven Hospital
Baystate West
Urban Investment and Development Corp.
Servus Corporation
Milford Jai Alai
Bridgeport Jai Alai

I believe the foregoing names speak for themselves as far as size and quality are concerned.

GENERAL CONTRACTOR:

Peabody Construction Co., Inc.
536 Granite Street, Braintree, MA 02184
(Tel. 848-2680)

(See Peabody Construction Co., Inc.
Resume under Developer in this Section)

LEGAL COUNSEL:

Peabody & Brown
One Boston Place, Boston, MA 02108
(Tel. 723-8700)

PEABODY & BROWN

A PARTNERSHIP INCLUDING PROFESSIONAL CORPORATIONS

ONE BOSTON PLACE

BOSTON, MASSACHUSETTS 02108

(617) 723-8700

CABLE ADDRESS "PEABROWN"
TELEX NUMBER 951019

Peabody & Brown is a law firm consisting of over 60 attorneys and more than 100 supporting staff. The Firm was founded in the 1850's and is engaged in a general civil practice at One Boston Place, Boston. A major area of the Firm's practice is real estate and real estate development. The Firm has been involved in a broad based real estate practice incorporating all aspects of the development, financing and ownership of real estate of all types, not only in Boston, but elsewhere throughout New England and the United States. The Firm and its attorneys have many years of experience in real estate development, including governmental relationships, financing, title, zoning, environmental, architectural, tax and all other aspects relating to the ownership and development of real estate. The Firm has represented clients in dealing with government agencies at federal, state and local levels, including the city of Boston as well as with various Federal and State Housing Finance and Redevelopment agencies. The Firm is a qualified Bond Counsel and is listed in the Red Book.

The Firm has been extensively engaged for many years in the structuring and syndication of real estate of all types and is nationally recognized in this area. This activity has involved real estate development and syndication worth billions of dollars.

Approximately 30% of the Firm's attorneys perform substantial services in the area of real estate ownership, development and syndication.

TRANSPORTATION CONSULTANT:

S G Associates, Inc.
316 Stuart Street, Boston, MA 02116
(Tel. 542-1416)



SG ASSOCIATES, INC.

TRANSPORTATION CONSULTANTS

planning • operations • management • design

316 STUART STREET • BOSTON, MA 02116 • 617/542-1416

December 29, 1982

Mr. Edward A. Fish
President
Peabody Construction Company, Inc.
536 Granite Street
Braintree, MA 02184

Dear Mr. Fish:

SG Associates is pleased to express interest in serving as transportation consultant to the development team for the Government Center Garage parcel. Our experience in planning, design and traffic engineering for such projects as the Van Ness Metrorail station joint development/garage/bus terminal in Washington, D.C., station area access and joint development for the proposed extension of the Lindenwold Line in the Philadelphia area, and Downtown Crossing in Boston ensures sensitive and operationally sound treatment of transportation-related issues. For the Van Ness Station project, as an example, we analyzed access and traffic impacts, designed parking for employees, a "kiss and ride" parking area serving the station and a feeder bus terminal, and developed pedestrian connections between the different elements of the transit station, parking and office/retail space.

For this project, we will be responsible for resolving such issues as:

- Garage management to balance use of the entrance and exit ramps of the garage to correspond to traffic flows on the surrounding streets in the a.m. and p.m. peak hour;
- Analysis of the effects of and required geometry and signal timing to accommodate using the Congress Street entrance ramp as an exit during the p.m. peak hour, both under existing conditions, and given the circulation changes proposed as part of the North Station area redevelopment (i.e., two-way Merrimac-Lomasney Way). Providing an additional exit offers significant potential for relieving peak hour congestion at the Sudbury/Blackstone/N. Washington Street intersection.
- Signing, channelization, and landscaping to improve pedestrian safety and orientation in the bus terminal area (possible MBTA funding), to control illegal auto traffic and parking in the bus lanes, and to bring foot traffic past the retail storefronts;

Mr. Edward A. Fish
page two

- Analysis of pedestrian levels-of-service and required amenities in the bus waiting area, given addition of retail storefronts and changes in the pedestrian circulation patterns; and
- Relationship of the pedestrian entrances, spaces and walkways, most immediately to Government Center and the State Service Center site, and, more broadly, to the Bullfinch Triangle commercial area on Canal Street, North Station, and Quincy Market, along with suggestions for improvements at major street crossings.

Our firm will be represented by Mr. Marvin Golenberg, Principal, and by Ms. Jane Algin Howard, Associate. Mr. Golenberg, with over seventeen years' experience in traffic engineering and transportation planning, developed the complex circulation scheme for Downtown Crossing in Boston, and analyzed extensions of the auto-free-zone for Boston Traffic and Parking and improvements to help traffic/bus flows in Dewey Square for the Boston Redevelopment Authority. Ms. Algin Howard worked for seven years as a transportation planner for the BRA, and is most familiar with traffic, parking and pedestrian issues in Government Center. For SG Associates, she was project manager for studies of traffic and parking impacts of the proposed South End Technology Square project and University Hospital expansion in the South End, and for the transportation section of an EIS for a 45 acre mixed use development involving a new office building and fifteen embassy/chancery buildings in Northwest Washington, D.C.

Resumes of key staff, project descriptions, client references, and supporting materials are included in the accompanying qualifications statement.

We look forward to participating with you in this exciting development project.

Very truly yours,

A handwritten signature in black ink, appearing to read "Marvin Golenberg". The signature is fluid and cursive, with a small mark above the final letter.

Marvin Golenberg, P.E.
Principal

**EXPERIENCE
and
CAPABILITIES**



SG ASSOCIATES, INC.
TRANSPORTATION CONSULTANTS



TRANSPORTATION CONSULTANTS
planning • operations • management • design

SG is a firm of multi-skilled professionals who have been active in the field of transportation for more than fifteen years. Principals of the firm have conducted innovative research, developed and evaluated conceptual plans, estimated impacts and supervised design and implementation for a wide range of transportation related projects throughout the United States and in various foreign countries.

Skills of the firm encompass implementation oriented planning and research in the areas of:

- Transportation Systems Management (TSM)
- Long and Short Range Transit Planning/Operations
- Transportation Facility Impact Analysis
- Travel Demand Model Development and Application
- Urban and Environmental Planning
- Financial/Economic Analysis
- Transportation Facility Design and Implementation
- Policy and Program Planning and Analysis
- Railroad Planning

Areas of Expertise/Previous Experience

TRANSPORTATION SYSTEMS MANAGEMENT

- Auto Restricted Zone (ARZ) -- research, plan development, design and implementation for several cities throughout New England.
- Ride-Sharing Program -- Statewide employer-based carpool program implementation and evaluation, design and implementation of a computer-based many-to-many ride-sharing program. U.S. DOT program involvement on methods for encouraging high-occupancy vehicle use, user matching techniques, and issues to be addressed in forming car/van-pools.
- Traffic Operations -- Urban corridor and areawide signal system optimization plans and designs; preferential treatment designs for high

occupancy vehicles; basic research for freeway contra-flow bus lane feasibility; optimization of vehicle throughput volumes in densely developed urban areas and capacity restricted corridors; engineering design, implementation and construction supervision of traffic signal systems and urban street improvements. Corridor studies in Baltimore Co., Maryland, Portland, ME, and Lewiston, ME.

- Transit Planning/Operations -- Development and planning leading to successful implementation of a transit service for the elderly and handicapped, short-range system and corridor transit planning, transit operations planning for high activity commercial and recreational activity sites, feasibility of priority control for bus operations on city streets and expressways. Study of benefits of relocating the E. 120th St. Station of the Cleveland Rapid Transit System. Analysis of bus system operations including garage system planning, Washington, D.C.
- Parking -- Conceptual development, planning design and basic engineering for a system of fringe parking lots to service a regional commuter rail system -- Boston Commuter Rail Fringe Parking Study; CBD parking studies, parking plans development and engineering design for high activity centers.

TRANSPORTATION PLANNING

- Demand Forecasting -- Principals of SG have contributed to the evolutionary development of demand forecasting methodology for transportation planning in general and transit planning in particular. Principals have made major contributions in development and application of marginal disutility mode choice models.

Demand modeling development and application has been conducted for long-range and short-range transit planning for a range of urban area sizes -- from urban areas of 30,000 to urban regions with populations exceeding 4,000,000. In addition to typical long-range regional demand forecasting techniques, members of the firm have developed system sensitive demand forecasting techniques for short-range planning -- Fitchburg, MA and Cleveland, OH. Principals of the firm developed the first system sensitive auto occupancy model used in a major urban transportation study (Cleveland, OH) and subsequently developed a model for predicting short-term changes in the proportion of vehicles at various occupancy levels in response to implementation of freeway lanes restricted to carpools (FHWA Research Project).

- Survey Methods and Analysis -- Regional transportation surveys in Cleveland, Ohio; Sydney and Balarat, Australia; interregional multi-mode survey in Northeast Corridor, including air travel and bus pas-

senger surveys; modal surveys for Cleveland Airport Rapid Transit and Boston Commuter Rail; on-board transit rider surveys for several New England communities and Cincinnati, Ohio.

- Transit Planning/Operations -- Development and assessment of transit system alternatives for over 12 major cities in the U.S. and overseas. System concepts included all bus-surface systems -- bus rapid, rail transit, PRT systems, light rail, commuter rail -- cities -- Detroit; Cleveland; Atlanta, Boston; Washington; St. Louis; Sao Paulo, Brazil; Canberra, Australia; Sydney, Australia; Perth, Australia; Baltimore, Minneapolis-St. Paul; Lowell, Massachusetts; Fitchburg, Massachusetts; Dayton, Ohio; and Madison, Wisconsin.
- Demonstration Project Research -- Development of original study concept and work plan for evaluating impact of rapid transit extension to Cleveland airport. Development of demonstration implementation plans for free-fare demonstrations in Mercer Co., New Jersey, and Salt Lake City, Utah. Case study of road pricing demonstration for Madison, Wisconsin.
- Network Simulation and Analysis -- Developed advanced techniques for simulating transit and highway networks for regional and urban areas. Development of system assessment evaluation process.

URBAN AND ENVIRONMENTAL PLANNING

- Downtown Revitalization Studies -- Preparation of land use and transportation plans (circulation, parking and transit) for the explicit purpose of revitalizing central business districts in several older New England communities. Development of design concepts, implementation plans and supervision of construction for these communities.
- New Town Transportation Planning -- Assisted in development of transit and highway systems plan for Reston, Virginia; regional rapid transit as well as local transit service for Canberra, Australia.
- Environmental Impact Statements -- Prepared the transportation element of the Supplementary Environmental Impact Statement for the International Center, Washington, D.C.

POLICY PLANNING

- Statewide Policy Planning -- Financial policy planning and programming for transportation development in Ohio. Policy and program planning for transportation access to State Parks in Massachusetts.
- Road Pricing Policies -- Road pricing studies as part of energy conservation strategies; investigations into road pricing demonstrations

and analysis of road pricing effects on transportation and land use development in new towns.

- Demographic Studies -- For the Office of the Secretary of U.S. DOT, SG is conducting an analysis of the effects on transportation investment policies of recent trends in family size, labor force participation rates and inter- and intraurban migration patterns.

RAILROAD PLANNING

Provided assistance to the Federal Railroad Administration in review of State Rail Planning Work Statements, including comments on methodology, approach and level of effort. For the Transportation Systems Center provided guidelines for benefit-cost studies for light-density rail lines.

CLIENTS

U.S. Government

Federal Railroad Administration, Office of State Assistance
Federal Highway Administration
General Services Administration
Urban Mass Transportation Administration, Office of Service and Methods Demonstrations
Transportation Systems Center, Cambridge, Massachusetts
U.S. Department of Transportation, Office of the Secretary
U.S. Congress, Office of Technology Assessment
U.S. Department of the Interior, National Park Service

State Government

Maryland Department of Transportation
Maine Department of Transportation
Virginia Department of Highways and Transportation

Local and Regional Government

Washington Metropolitan Area Transit Authority
Ohio-Kentucky-Indiana Regional Council of Governments
Washington Metropolitan Council of Governments
Baltimore County, Office of Planning and Zoning, Maryland
National Capital Planning Commission, Washington, D.C.
Greater Cleveland Regional Transportation Authority
Lewiston-Auburn Comprehensive Transportation Study, Auburn, Maine
Montgomery County Public Schools, Maryland
Metropolitan Area Planning Council, Boston, Massachusetts
Housatonic Valley Council of Elected Officials, Danbury, Connecticut
Southwest Ohio Regional Transit Authority, Cincinnati, Ohio

Interstate Division for Baltimore City, Baltimore, Maryland
Dane County Regional Planning Commission, Madison Wisconsin
Transportation Coordinating Committee, Dayton, Ohio
Department of Traffic and Parking, City of Boston, Massachusetts
Baltimore Regional Planning Commission, Baltimore, Maryland
Southeastern Pennsylvania Transportation Authority
Delaware River Port Authority, Pennsylvania
Northeast Ohio Areawide Coordinating Agency
Lowell Regional Transit Authority, Massachusetts
Boston Redevelopment Authority
Office of Transit Administration, City of New Orleans, Louisiana

Private/Non-Profit

The Urban Institute, Washington, D.C.
Transportation Research Board
Prudential Properties
International Telecommunications Satellite Organization, Washington, D.C.
National Cooperative Highway Research Program
South End Technology Square Associates, Boston, Massachusetts
University Hospital, Inc., Boston, Massachusetts

PROJECTS

1976 Analysis of a Madison, Wisconsin road pricing demonstration project on traffic congestion for the Urban Institute.

Analysis of the impact of a reduced Metrorail system on patronage, revenue and operating costs for the Washington Metropolitan Area Transit Authority.

1977 Projection of revenues to be generated by the Metrorail and bus system in order to complete the Phase III analysis for the Washington Metropolitan Area Transit Authority.

Development of a Program Manual to assist States in applying for and administering grants for the Federal Railroad Administration.

Preparation of an Implementation Plan for a free fare transit service demonstration program in Mercer County, New Jersey for the Urban Institute.

1978 Development of a regional program to plan transit services for the elderly and handicapped for the Ohio-Kentucky-Indiana Regional Council of Governments.

Analysis of access modes to Dulles Airport for the Washington Metropolitan Council of Governments.

Analysis of the changes in operating costs resulting from changes in Metrobus garage locations for the Washington Metropolitan Area Transit Authority.

Development of a free fare demonstration program in Salt Lake City, Utah for the Urban Mass Transportation Administration Office of Service and Methods Demonstrations.

Assistance in preparation of white paper on new concepts in travel forecasting for the Federal Highway Administration.

Design of a study to analyze paratransit options in individual communities for the Ohio-Kentucky-Indiana Regional Council of Governments.

Preparation of an environmental impact statement for the Nuclear Regulatory Commission office relocation in Washington, D.C. for the General Services Administration.

1979 Development of an air quality implementation plan for Cincinnati, Ohio for the Ohio-Kentucky-Indiana Regional Council of Governments.

Assessment of the social and economic impacts of advanced group rapid transit in Washington, D.C. for the U.S. Congress, Office of Technology Assessment.

Investigation of safety hazard effects upon students walking to school and recommendation of a safety improvement program for the Montgomery County, Maryland Public Schools.

Preparation of a benefit-cost analysis for high density rail lines for the Transportation Systems Center.

Analysis of the effectiveness of high-occupancy vehicle lanes and ramp metering for the U.S. Department of Transportation.

Studies of travel requirements for employees and visitors to federal installations in Washington, D.C. for the National Capitol Planning Commission.

Investigations concerning the relocation of the 120th Street Station in Cleveland, Ohio for the Greater Cleveland Regional Transit Authority.

Development of a revised comprehensive transportation planning study in the Portland area for the Maine Department of Transportation.

Study of design, art and architecture in transportation facilities for the U.S. Department of Transportation.

Evaluation of state rail planning work statements and plans to determine compliance with requirements and adequacy of the work program for the Federal Railroad Administration.

Assistance in review of submitted state rail plans for compliance with regulations for the Federal Railroad Administration.

Development of a study to evaluate the state rail service assistance program to determine if it is currently meeting the objectives of Congress for the Federal Railroad Administration.

Development of a CBD circulation plan including geometric and traffic control system functional design for the Lewiston, Maine Transportation Study.

Project analysis of the Lisbon-Lincoln Connector in the city of Lewiston, Maine for the Lewiston, Maine Transportation Study.

1980 Transit alternative analysis for the Dane County Regional Planning Commission, Madison, Wisconsin.

Commuter Rail Feasibility Analysis for Dane County Regional Planning Commission, Madison, Wisconsin.

Transit Alternative Analysis for the Dayton, Ohio urban area.

Project analysis and functional design for modification and extension of the Boston Auto Restricted Zone, for the City of Boston, Massachusetts.

Analysis of the capability of public transit to serve visitors to the Boston Urban Park for the National Park Service.

Determination of transportation and parking requirements for an office/retail joint development on air-rights at the Van Ness Metro-rail Station. Performed for Prudential Insurance Company of America and included testimony before the Zoning Commission of the District of Columbia.

Assistance to the UMTA Office of Service and Methods Demonstrations in developing, implementing and disseminating information regarding projects in the areas of price and service variation.

Development for the Office of State Assistance, Federal Railroad Administration of an updated Program Manual reflecting current legislative and administrative requirements.

Preparation for the Federal Highway Administration of a series of case studies illustrating approaches to and methods for analyzing various types of transportation problems.

Development and calibration for the Metropolitan Washington Council of Governments of a direct-demand budget-constrained model for estimating non-work transit travel.

Specification of procedures for and analysis of results of travel demand analysis in conjunction with an Environmental Impact Statement for a proposed extension of the Lindenwold High-Speed Line operated by the Delaware River Port Authority.

Analysis for the Southeastern Pennsylvania Transportation Authority of optimum sites for new bus depots.

Development for the Greater Cleveland Regional Transit Authority of a model to predict the short-range effects of route and service changes.

Assistance to UMTA's Office of Socio-economic and Special Projects in the evaluation of hardware and technology demonstrations.

Preparation for the Department of Transportation, Office of the Secretary of Profile of the 80's, used as part of the White House Agenda for the 80's.

- 1981 Preparation of the transportation element of the Supplementary Environmental Impact Statement for the International Center, Washington, D.C. for the International Telecommunications Satellite Organization (INTELSAT).

Lowell Transit Service Study - Administration and analysis for the Lowell Regional Transit Authority of a systemwide passenger study to determine an appropriate combination of actions to reduce the operating deficit while maintaining the highest possible level of service.

Preparation for the National Cooperative Highway Research Program of a research report and user handbook on simple techniques for evaluating low-cost Transportation System Management actions.

Analysis for the Urban Mass Transportation Administration of public objectives for financial regulatory or management involvement in urban public transportation.

Assistance, under contract to the Virginia Department of Highways and Transportation to ten local transit properties in developing service delivery and marketing strategies to insure reasonable ridership and cost recovery in light of Federal budget reductions.

Analysis for the Boston Redevelopment Authority of alternative circulation, design and enforcement schemes to facilitate bus movement in and out of Boston's Downtown Crossing.

- 1982 Preparation for the City of New Orleans Office of Transit Administration of a study of exclusive bus lanes in the city.

Preparation for the South End Technology Square Associates, a consortium of hospitals and related institutions of a parking demand analysis, shuttle bus plan and site access design for a planned mixed use development and garage.

Transportation planning and traffic engineering for the Howard Street Transit Mall in downtown Baltimore, Maryland, for the Interstate Division for Baltimore City.

Study for Baltimore Regional Planning Commission of transportation system capacity, needs of new development, and future policy for providing access to downtown Baltimore.

Management study to provide recommendations to the Southwest Ohio Regional Transit Authority regarding fare structure and transit pass pricing.

Route restructuring analysis and commuter rail feasibility study in conjunction with update of the Transportation Development Plan for the Housatonic Valley Council of Elected Officials, Danbury, Connecticut.

Assessment of Washington Metro "F" Line alternatives related to major land use development potential.

Preparation for the Urban Mass Transportation Administration of a manual for the location and design of bus garages and depots.

Development for the Urban Mass Transportation Administration of a microcomputer-based management system for sales of prepaid monthly transit passes.

RESUMES



SG ASSOCIATES, INC.

**MARVIN GOLENBERG, P.E.
PRINCIPAL**

Education: Washington University, B.S. in Civil Engineering
Northwestern University, Certificate in Transportation Studies
Purdue University, M.S. in Civil Engineering

Registration: Registered Professional Engineer in Maine

Previous Positions: Alan M. Voorhees and Associates, Inc.: 1968-1973, 1975-1978
Last Position -- Senior Associate
Dalton-Dalton-Newport: 1973-1975, Project Manager
Cleveland Seven County Transportation Study: 1965-1968

Experience: Mr. Golenberg has more than fifteen years experience in transportation research, planning, operations and engineering. He has served in senior technical and management positions on projects throughout the U.S. and on overseas assignments in Australia and South America. Areas of experience and expertise are summarized in the following:

Transportation Systems Management (TSM). Projects have been at the system-wide and site specific levels. These have included the traffic planning for Auto Restricted Zones (ARZ) in Boston, MA and Lewiston, ME. Systematic procedures have been developed to formulate and evaluate ARZ plans for implementation. System and corridor TSM planning and implementation designs have been developed for Portland and Lewiston, ME. Ridesharing activities have included the design of a performance evaluation for a state-wide ridesharing program as well as the design and implementation of a many to many ridesharing matching service for a large urban area. Transit activity has included the design of bus operating concepts as part of ARZ planning and for corridor and CBD service improvements.

Transit System Planning -- Long Range. Served as project manager or principal planner on the development, evaluation and selection of regional transit plans. Studies have encompassed all forms of transit service types and operating concepts including heavy and light rail, bus rapid transit, PRT systems, surface bus and para-transit. Representative cities include Cleveland, Detroit, Lowell, New York City, Canberra and Perth, Australia, and Sao Paulo, Brazil.

Transit System Planning -- Short Range. Short range transit planning has included development of low capital systemwide improvement plans for small and large urban areas. Typical projects include Fitchburg, MA and Cleveland, OH. Service improvements studied have ranged from conventional surface operation to paratransit services as well as changes in fare policy. Other projects have included analysis of bus garage systems for Washington, D.C. Metro and the rapid transit station relocation for the Cleveland Transit Authority. In addition to basic transit operation considerations, these studies have also pursued joint development potential.

Transportation Planning -- Regional. Has served in various roles from principal planner to project manager, on regional, multi-modal transportation studies for small and large urban areas. Responsibilities have included study design, data processing design, data analysis for planning and development, testing and evaluation of alternative multi-modal transportation systems. Involvement has been with initial area studies and updating as part of the continuing planning program. Representative studies include Cleveland, OH; Eastern Massachusetts planning base update, NMAC (Lowell), MA; Ballarat, Australia and Lewiston-Auburn, ME update. In addition, Mr. Golenberg has served as a special consultant to the Main Roads Departments in the States of Western Australia and New South Wales, Australia on urban, multi-modal regional transportation planning.

Transportation Planning -- Local. Directly responsible for travel demand projections and analysis for specific project improvements for EIA and engineering design studies. These have included both transit and highway projects. Representative projects are Canberra, Australia -- preparation of functional design specifications for five busway rapid transit stations; Cleveland, OH -- evaluation of a proposed integrated busway-freeway; Eastern Massachusetts -- various highway projects.

Transportation Planning -- New Towns. Involvement as principal transportation planner in the reassessment of highway and transit plans for Reston, VA and the development of plan modifications. Other new town experience has been in concept plan assessment of regional structure and satellite town development for Canberra, Australia and as an advisor to state planning agencies for the transportation planning aspects of Campbell Town, new town in New South Wales, Australia.

Policy and Financial Planning. Served as assistant project manager and principal analyst on the Ohio Statewide Transportation Development Plan; plan emphasis was on transportation policy and financial planning changes to implement multi-modal urban, rural and intercity programs. Acted in the role of technical advisor on a study to formulate and assess policies which could lead to voluntary programs for reducing transportation energy

consumption. This was conducted for the Northeast Ohio urban region. As part of that study, Mr. Golenberg carried out research on various road pricing policies and program levels to assess the potential impact on energy consumption and mobility for the different socioeconomic groups within the urban area. Other projects have included the evaluation of High Occupancy Vehicle programs from a policy planning perspective for U.S. DOT-OST.

Transportation Demand Estimation. He has been responsible for demand estimation for many of the regional, subarea and local projects mentioned. Mr. Golenberg is knowledgeable in all of the U.S. DOT-FHWA and UMTA demand estimation techniques, has conducted research in this area and has both contributed to and developed approaches to long and short range transit demand estimation and for estimation of demand for TSM planning.

Regional and Site Development Impact. Has conducted planning and analysis for site development and redevelopment. Typical projects have included universities, large industrial sites and shopping centers. Regional studies have included assessment of the number of regional shopping centers, their location and size, which had an economic potential within a large urban region.

Transportation Data Base Development. Mr. Golenberg has designed and directed various transportation data base development surveys. Travel information data base development has included comprehensive regional home interview, truck, taxi and cordon surveys, systemwide and corridor on-board transit surveys, airport and multi-state air and bus corridor passenger surveys and travel surveys related to specific sites such as universities. Transportation system information programs have included physical and operating conditions, inventories and volume count programs for highway and transit systems.

Applied Software Development and Application. He is conversant with transportation planning and analysis software, particularly U.S. DOT-FHWA and UTPS. In addition, he has contributed to the development of compatible software for transportation data base preparation and transportation planning analysis and has designed data processing work programs for carrying out transportation planning studies.

Instruction. In his role as advisor to government planning agencies, he has conducted staff courses in transportation planning and evaluation.

Affiliations: Institute of Transportation Engineers

MARVIN GOLENBERG -- PUBLICATIONS AND PRESENTATIONS

"Systematic Procedure for the Analysis of Bus Garage Locations,"
Transportation Research Board Annual Meeting, January 1980.

"Security Considerations in Rapid Transit Station Design," Transportation
Research Board Annual Meeting, January, 1980, co-authored with Stephen
Andrle and Barry Barker.

"A Demand Estimating Model for Transit Route and System Planning in
Small Urban Areas," Transportation Research Board Annual Meeting,
January 1979, co-authored with Stephen Pernaw.

"A Growth Factor Estimation Procedure for Corridor and System Planning,"
Transportation Research Board Conference on Transportation Planning for
Small and Medium Size Urban Areas, Sarasota, Florida, December 1978.

"Factors Affecting the Number of Trips for Private and Public Transport,"
10th International Study Week in Traffic and Safety Engineering, Rotterdam,
Netherlands, September 7, 1970, co-authored with Alan Voorhees and Gordon
Shunk.

"The Effect of Land Use Planning and Transport Pricing Policies in Rapid
Transit Planning," Highway Research Record No. 305, 1970, co-authored with
Robert Keith.

"An Analysis of CBD Rapid Transit Station Service Areas," presented at the
Systems Evaluation Committee of the Highway Research Board, January 1969.

"Transit Planning Concepts in the Seven County Study," Proceedings of the
Modal Choice and Transit Planning Conference, Cleveland, Ohio, March 1966.



SG ASSOCIATES, INC.

JANE ALGMIN HOWARD
ASSOCIATE

Education: Cornell University, Bachelor of Arts
Stanford University, Graduate Studies
University of Rhode Island, Masters of Community Planning

Previous Positions: Boston Redevelopment Authority: 1974-1980, Transportation Planning Officer
Roy Mann Associates: 1973-1974, Environmental Planner
Charles E. Downe, Planning Consultant: 1973, Assistant Planner
Northeastern Illinois Planning Commission: 1972, Planning Intern
U.S. Department of Health, Education & Welfare: 1967, Public Affairs Summer Intern

Experience: Malls/Auto Restricted Zones. As part of a team within the City of Boston, wrote funding applications for Boston's \$4.5 million downtown Auto Restricted Zone (ARZ) demonstration project, conducted traffic and environmental analyses, participated in detailed planning, implementation and evaluation of the project. Responsible for supervising data collection and analysis of curbside use and goods movement as part of planning for Howard Street Transit Mall project in Baltimore, Md.

Project and Program Evaluation. Was responsible for supervising data collection activities during the three-year evaluation of Boston's ARZ, including questionnaire design and implementation, sampling, traffic, goods movement and pedestrian counts and analysis, parking surveys and counts, personal interviews of merchants and pedestrians. Supervised a crew of thirty temporary personnel in collecting data. Associate investigator for NCHRP Study of simplified TSM evaluation techniques.

Parking Policy and Demand Analysis. Participated in the development and implementation of procedures for Boston's

downtown parking freeze as part of its EPA mandated Transportation Control Plan. Conducted parking demand and revenue analyses for various downtown development projects. Supervised several rounds of updating of a computerized off-street parking inventory within downtown Boston. Participated in development management and rate structure techniques to carry out Boston's parking policy. Assisted in developing residential sticker programs for several Boston neighborhoods. Project Manager for parking studies for South End Technology Wquare development project and University Hospital expansion in Boston.

Downtown Planning and Development. Responsible for editing and writing a downtown plan for Boston. Participated in a multi-disciplinary team to develop downtown development policy guidelines. Involved in resolving transportation issues related to urban renewal and private development projects in downtown Boston. Researched and prepared report on instituting a privately operated shopper shuttle bus in downtown Boston currently in operation. Assisted in parking element of a business district study in Concord, Mass.

Neighborhood Transportation Planning. Carried out transportation projects in Boston neighborhoods and urban renewal areas, such as preparing a temporary circulation plan during expressway construction to lessen impacts on local streets, improving parking and circulation in neighborhood business districts, planning urban systems street improvements project.

Environmental Planning. Prepared the transportation element of the Supplementary Environmental Impact Statement for the International Center, Washington, D.C. Prepared transportation and parking sections of environmental impact statements for Boston's ARZ, Lafayette Place, and other downtown projects. Coordinated and edited the Shoreline Appearance and Design element of the Long Island Sound Study, New England and River Basins Commission, Which won a Progressive Architecture award in regional planning. Prepared testimony on various airport noise reduction proposals at Boston's Logan Airport. Prepared an inventory of open space in the City of Boston and supervised preparation of a citywide parks and recreation plan.

Community Participation. Experienced in meeting with neighborhood groups in Boston. Participated in meetings with the downtown merchants association regarding Boston's ARZ, and the Howard Street Transit Mall project in Baltimore. Prepared a report on downtown merchant associations for the Boston Redevelopment Authority. Conducted detailed personal merchant interviews regarding attitudes on the ARZ. Worked as staff to

JANE ALGMIN HOWARD -- 3

the Mayor of Boston's citizen task forces on developing a long range growth policy for the city and on developing a contingency plan in the event of a transit strike or shut-down.

Instruction. Has conducted courses and lectured at the Boston Architectural Center, Harvard University Graduate School of Design and the University of Rhode Island.

Affiliations: American Planning Association
Transportation Research Board
Women's Transportation Seminar

JANE ALGMIN HOWARD -- PUBLICATIONS AND PRESENTATIONS

"Implementing a Parking Freeze in Downtown Boston," presented at the annual meeting of the Institute of Traffic Engineers, 1976.

"Boston's Downtown Crossing: Its Effects on Downtown Retailing," Transit Journal, American Public Transit Association, Spring, 1980.

"Goods Movement in Downtown Crossing," 74th annual National Planning Conference, American Planning Association, May, 1982.

DETAILED PROJECT DESCRIPTIONS

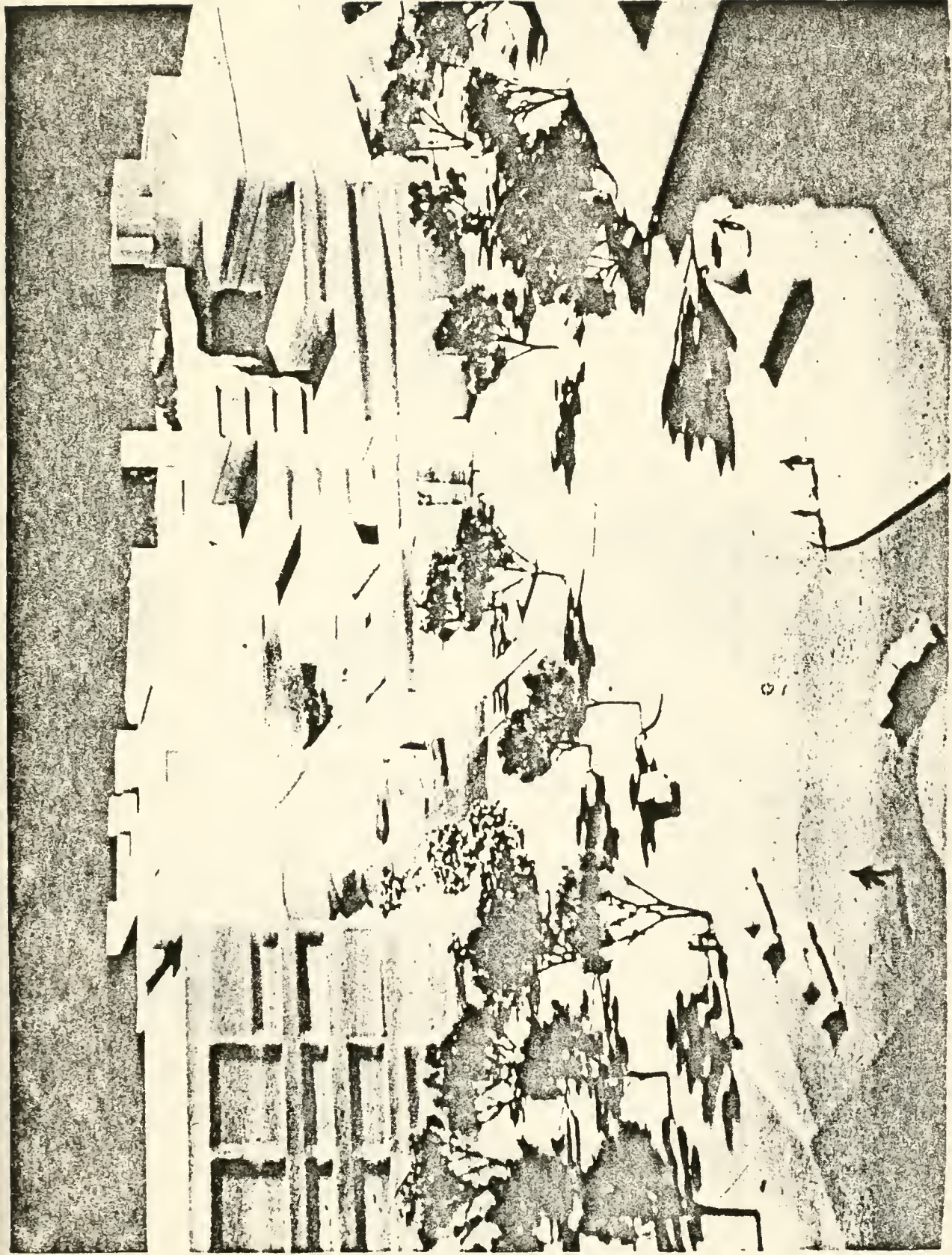
Washington, D.C. - Transportation and Traffic Impact Studies
Van Ness Station Joint Development

Primary Client: Prudential Properties

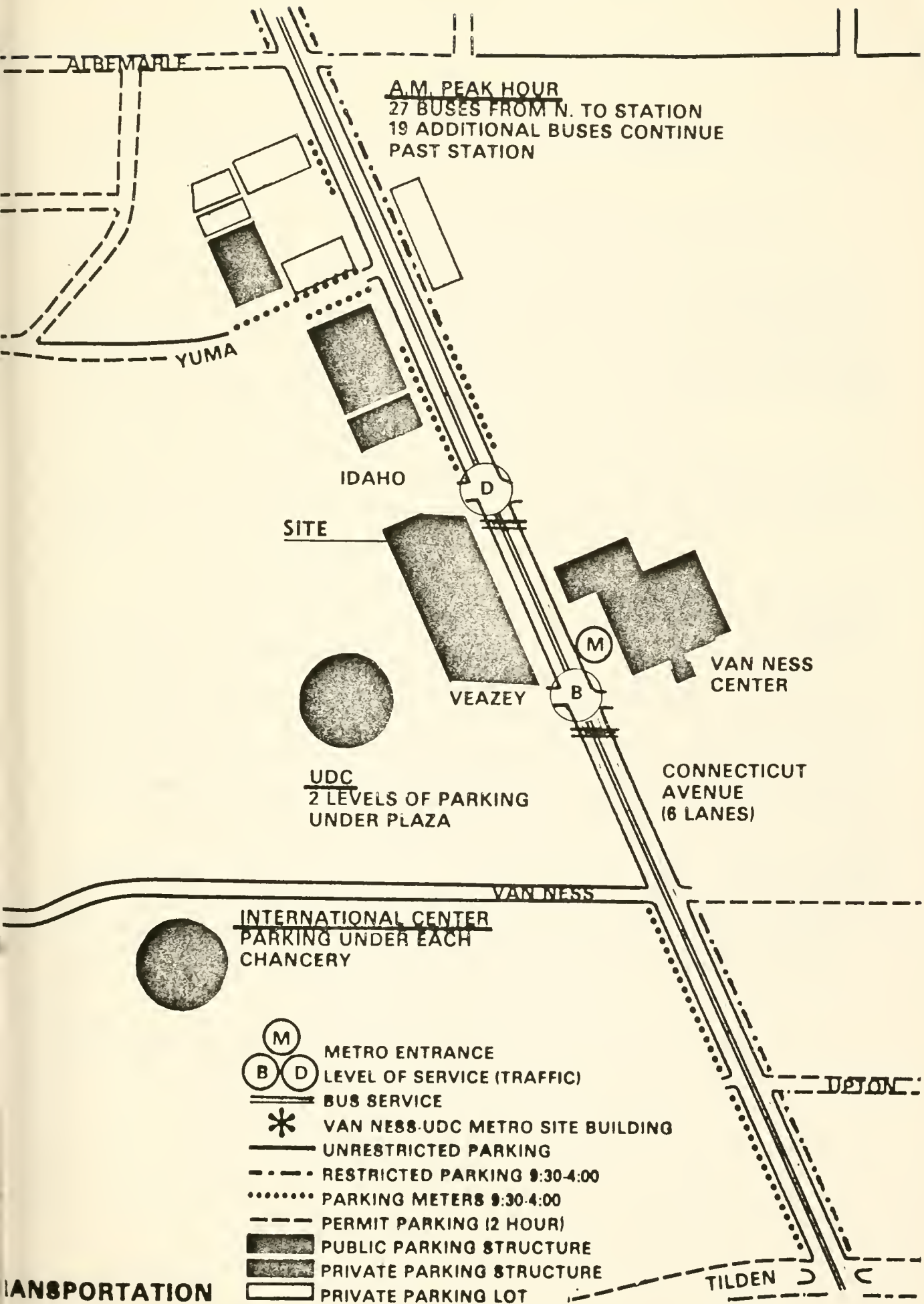
Prudential Properties, after a design competition, was selected to develop a building on air-rights over the Van Ness Metrorail Station. The site was to include not only office and retail use together with parking facilities but also a seven bay bus-rail transfer facility and a kiss-ride area. The site is in upper northwest Washington, D.C. immediately adjacent to the University of the District of Columbia and across Connecticut Avenue from the International Center being developed for foreign missions.

SG Associates, Inc. was responsible for identifying site parking requirements given the unique location of the building on top of a rail transit station; identifying peak-hour traffic impacts; developing an integrated circulation plan for buses, kiss-ride and site traffic and for recommending access/egress patterns compatible with the requirements of the District of Columbia Department of Transportation, the University of the District of Columbia and the Washington Metropolitan Area Transit Authority. Testimony before the D.C. Zoning Commission was also presented.

Client Reference: J. Richard Quigley
The Prudential Insurance Company of America
(202) 789-1551



Architect's Model
Van Ness Metrorail Station Joint Development



A.M. PEAK HOUR
27 BUSES FROM N. TO STATION
19 ADDITIONAL BUSES CONTINUE
PAST STATION

SITE

IDAHO

D

M

B

VAN NESS
CENTER

VEAZEY

UDC
2 LEVELS OF PARKING
UNDER PLAZA

CONNECTICUT
AVENUE
(6 LANES)

VAN NESS

INTERNATIONAL CENTER
PARKING UNDER EACH
CHANCERY

UDC

TILDEN

- (M) METRO ENTRANCE
- (B) (D) LEVEL OF SERVICE (TRAFFIC)
- BUS SERVICE
- * VAN NESS-UDC METRO SITE BUILDING
- UNRESTRICTED PARKING
- - - RESTRICTED PARKING 9:30-4:00
- PARKING METERS 9:30-4:00
- - - PERMIT PARKING (12 HOUR)
- PUBLIC PARKING STRUCTURE
- PRIVATE PARKING STRUCTURE
- PRIVATE PARKING LOT

TRANSPORTATION

Boston, Massachusetts - Downtown Crossing Plan Development and Options for Expansion

Primary Clients: City of Boston - Department of Traffic and Parking
Boston Redevelopment Authority

Downtown Boston as it entered the last third of the twentieth century was still faced with a street plan left over from the seventeenth century. As a result traffic circulation was poor and congestion was frequent. The success of the Quincy Market project adjacent to the Boston City Hall led the City to consider a similar treatment for the retail core area centered on Summer and Washington Streets. Establishing the shopping core as a pedestrian area would stimulate foot traffic past the retail establishments and might enable the City to rationalize the street system.

The initial planning of the Downtown Crossing Auto Restricted Zone was conducted under an UMTA Demonstration Grant. Staff of SG Associates conducted the basic traffic studies required to establish the limits of the auto restricted area, the alternative traffic routings, the treatment of goods deliveries and the public information program.

The plan, which was implemented in 1978, created a series of pedestrian malls, public transportation only streets, exclusive with-flow and counter-flow bus lanes and improved goods movement activity. Successful implementation of the initial Downtown Crossing plan prompted merchants and City of Boston agencies to consider extending auto restriction principles. SG Associates investigated the possibilities and opportunities to extend the Downtown Crossing area both to the north and south along the primary axis of the present area. Recommendations were developed for pedestrianization on several streets, narrowing of other streets to increase sidewalk space and minor modification to the existing circulation and traffic control system to accommodate traffic displaced by extension of the Downtown Crossing area.

In a second follow-up contract, SG Associates was retained by the Boston Redevelopment Authority to examine design options for facilitating bus movements at the fringes of Downtown Crossing. In this study extensive analysis of traffic patterns of bus patterns was undertaken to determine the effects of various schemes for street redesign and circulation changes. The SG analysis and data are currently being used to prepare final design plans.

Client References: Mr. Robert Drummond
City of Boston Traffic/Parking Department
(617) 725-4689

Mr. Matthew Coogan
Boston Redevelopment Authority
(617) 722-4300

Boston, Massachusetts - South End Technology Square Transportation Studies

Primary Client - Robert F. Walsh Associates

For a development proposed in a medical/industrial area adjacent to a major expressway in Boston's South End, SG Associates was retained to conduct several studies related to site access and parking. The first was a parking demand and garage feasibility analysis for a group of employers including a city hospital, a university related medical center, and two private employers, taking into account existing parking supply and demand, future demand generated by increased employment from the existing uses and from proposed new office and hotel developments on site, and various scenarios of parking supply. In a related study, SG performed an analysis of the impacts on parking supply and demand of a proposed hospital building to be constructed on the site of a 240 space parking lot in this neighborhood.

Client Reference: Robert F. Walsh
Robert F. Walsh Associates
60 State Street
Boston, MA 02109
(617) 227-3530

Boston, Massachusetts - University Hospital Parking Study

Primary Client - University Hospital, Inc.

University Hospital, in Boston's South End, proposed to build a new facility on the site of an existing 240 car parking lot. As part of the environmental assessment process required by the Massachusetts Executive Office of Environmental Affairs and the City of Boston's zoning review process, the hospital was required to prepare a detailed parking study illustrating both the impacts of removing the 240 car lot, and the impacts of increased employee and visitor parking demand on the remaining facilities in the area. SG Associates was retained to perform this study, which outlined current supply and demand, projected the demand generated by the development, identified a future parking shortfall, and suggested measures for alleviating the shortfall including carpooling, transit pass subsidies, feeder buses to transit, and metered on-street visitor parking on streets within the hospital area.

Client Reference: Ms. Miriam Pollack
University Hospital, Inc.
Boston, MA

(617) 247-5400

Baltimore, Md. - Howard Street Transit Mall

Primary Client - Interstate Division for Baltimore City

Howard Street has been the traditional retail core "main street" in Baltimore. It is also a major transit artery. In the past decade retail sales have declined as two major department stores closed their Howard Street locations and the area suffered general deterioration. In an effort to stimulate redevelopment of the area, the City of Baltimore established the Market Center Development Corporation and has undertaken capital investment projects designed to attract new facilities. One aspect of the City's program is the implementation of a transit mall.

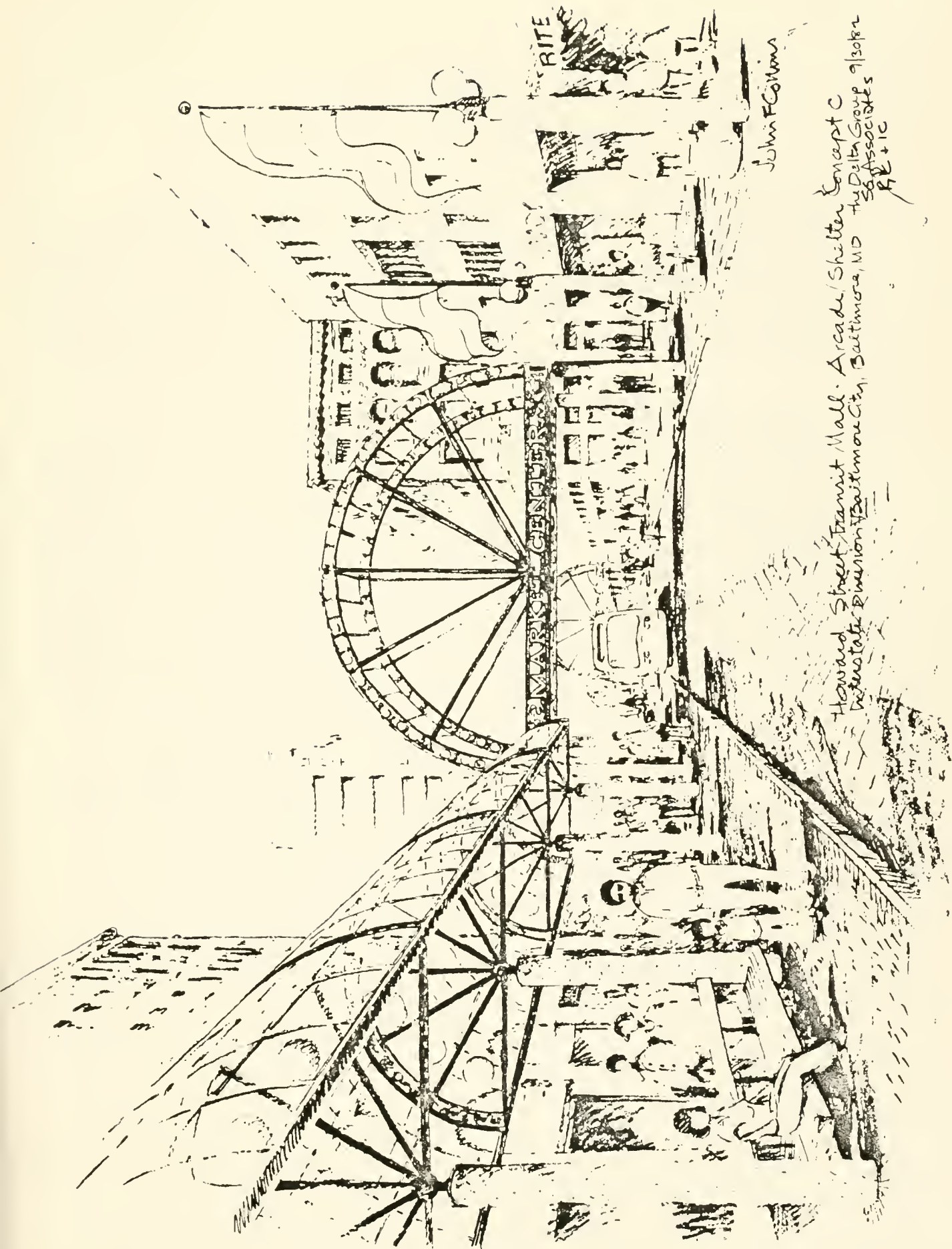
The mall would not only facilitate transit service on Howard Street but, by reducing the amount of road space devoted to auto traffic, would permit the creation of pedestrian amenities designed to attract the large daytime population within the downtown.

SG Associates was engaged by the Interstate Division of Baltimore City to conduct the traffic and transit studies required for design of the mall. The project involved the collection of data on existing traffic flows, existing transit use, use of curb space by goods delivery vehicles, pedestrian activity and parking demand. Estimates were then prepared of future traffic and transit demand, given planned and programmed transportation improvements and new development in the CBD. With these data an analysis was done of the effects of closure of various portions of the street to auto traffic. An initial traffic plan was developed which served to guide the preparation of street reconstruction and urban design elements.

In addition, recommendations for bus service levels to accommodate future demand were prepared and a detailed analysis of passenger destinations within the CBD by route was conducted to determine whether parallel routes could be rerouted to Howard Street. SG also analyzed the effects of various operating patterns and bus stop arrangements in terms of travel time, operating costs, and bus stop design.

As of the end of 1982, the basic circulation scheme has been adopted and final design is underway in preparation for a Spring, 1983 construction start.

Client Reference: David Chapin
Interstate Division for Baltimore City
(301) 396-6130



Howard Street Transit Mall - Arcade/Shelter Concept C
Delaware Division Baltimore City, Baltimore, MD the Delta Group 9/30/82
SA Associates
RE + IC

Lewiston, Maine - CBD Circulation Plan and Mall Design

Primary Client: Lewiston-Auburn Comprehensive Transportation Study

SG Associates developed a Transportation Systems Management plan for the Lewiston, Maine CBD in response to a variety of deficiencies and needs within the downtown area of this city of 35,000 people. Due to the topographic barriers, a large proportion of urban area traffic was funnelled through the CBD resulting in traffic congestion at a number of major intersections, CO hot spot violations identified by EPA along the major arterial, and delays to bus operations on several streets. In addition to the traffic related problems, economic decline of commercial activity within the CBD had occurred over the past several years.

After an analysis of existing traffic and projected traffic growth, an overall traffic circulation plan coordinated with a UDAG funded urban design/economic development plan was developed by SG Associates to address these needs. The plan consisted of a revised traffic circulation plan, creation of a partial pedestrian mall in conjunction with the proposed urban design improvements, signal system upgrading, geometric improvements to three major arterials, and special pavement treatments to improve traffic flow, bus operations and pedestrian safety. The basis of the circulation plan was to direct traffic flow by a combination of priority street routing achieved by use of low cost geometric and traffic signal system improvements. All elements of the plan have been implemented by the Maine Department of Transportation. Under a separate contract, this plan has been fully described as a case study on plan development and implementation prepared for the Federal Highway Administration.

Client Reference: Mr. William Eaton
LACTS (Lewiston-Auburn Comprehensive Transportation Study)
(207) 784-3852

Cleveland, Ohio - East 120th Street Rapid Transit Station Relocation
Study

Primary Client: Greater Cleveland Regional Transit Authority

The East 120th Street Station on the GCRTA's heavy rail rapid transit line is a low volume station located in an area with poor access and deteriorated land use adjacent to the station. SG Associates conducted a feasibility study to determine if physical improvements could be made to the existing station facility, access improved and the adjacent area redeveloped to increase ridership such that station operations can be maintained. As an alternative to improvements at the present location, options for relocating the station to other sites along the existing right-of-way which provide better access opportunities and adjacent area redevelopment were explored. Issues addressed in the study included joint development potential, feasibility of restructuring surface bus routes to improve feeder access, modification of existing street system for improved structure access and bus operations, and physical design aspects to improve passenger safety and security in and around the station. Also examined were related issues of traffic circulation improvements for each option to minimize impacts on existing neighborhoods.

Client Reference: Mr. Richard Enty
Greater Cleveland Regional Transportation
Authority
(216) 781-3100

Baltimore, Maryland - Downtown Transportation Study

Primary Client - Baltimore City Department of Planning

The Baltimore Central Business District has experienced continued growth over the past decade. Further expansion, typified by the proposed three phase Murdock project and the Market Center redevelopment is now underway. Although transportation access is now adequate there is concern that highway congestion or lack of adequate parking could constrain future downtown growth.

The aim of this study, being conducted for the City by SG Associates is to determine the capacity of the transportation system to serve added development, to determine future travel demands to and from the downtown area, to assess parking requirements and to propose strategies that the City can adopt to spur additional economic growth.

Washington, D.C. - International Center Transportation Analysis (Part of
an Environmental Impact Statement)

Primary Client: U.S. Department of State

As part of a supplementary Environmental Impact Statement, this project involved assessing travel associated with the Intelsat Headquarters and the International Center Chancery Complex at Van Ness Street and Connecticut Avenue. For this work special data were acquired and studies conducted of the traffic generation patterns and parking needs of chanceries and related offices of foreign missions. Detailed analyses of impacts on surrounding streets were conducted and recommendations made on measures on mitigating adverse impacts. Coordination with DOS, National Capital Planning Commission and DCDOT was part of these studies.

STRUCTURAL ENGINEER:

Brown Rona, Inc.
711 Boylston Street, Boston, MA
(Tel. 536-9800)

Brown, Rona Inc. Consulting Engineers

711 Boylston Street
Boston, Massachusetts 02116
(617) 536-9800

Arthur L. Brown, Jr.
Thomas S. Rona

Karl A. Anderson

BACKGROUND INFORMATION

BROWN, RONA INC. is a consulting engineering firm founded in 1976 that specializes in the structural design of new buildings and in the evaluation of the performance of building materials and structural systems in existing buildings.

As structural engineers, we work with Architects, Public Agencies, Private Owners and Developers from the inception of a project by developing and evaluating alternate structural systems and by preparing detailed preliminary drawings and outline specifications.

After the technical and financial feasibility of the project is firmly established, we prepare detailed structural working drawings and specifications in close coordination with the other members of the project team.

On many of our projects, construction starts well in advance of the completion of the final construction documents. On these fast track projects we work closely with the Construction Manager and specialized Sub Contractors to insure that construction schedules and budgets are achieved.

During the construction phase, we evaluate alternate proposals and details to resolve field or purchasing problems, review the structural shop drawings, and inspect the work as necessary to assure that the intent of the structural design is being executed properly in the field.

Our interest in evaluating the capacity, performance and future prospects of existing structural systems and building materials has involved us in the investigation and repair of numerous roofing membranes, structural floor, roof and wall systems, and foundations, as well as a number of renovations, remodelling and additions to existing buildings.

Specialties

BROWN, RONA INC. has been the Structural Engineer on a wide variety of parking garages, large residential, commercial and institutional building projects including educational buildings, medical facilities, libraries, banks, office buildings, high, mid and low-rise apartment structures and industrial buildings. Depending on a comparative cost, availability and construction schedule, we have successfully designed these structures using wood, light gage metal, structural steel, cast-in-place and precast concrete and load bearing masonry. A number of our projects in urban areas have been on difficult sites requiring special foundation techniques such as engineered fill, floating foundations and a variety of piling.

In all of our design projects we work closely with the Architect to ensure the proper selection, specification and detailing of the roofing and exterior wall systems, as well as preparing the usual structural plans, details and specifications. We have many years of practical experience gained through investigation of failures and in developing repair schemes for these critical elements; the result of which is applied to our new building projects.

We have extensive experience in large scale restoration, remodelling and adaptive reuse of existing buildings. Before proceeding with plans and specifications for these projects we first evaluate the present condition and capacity of the existing structure to assist in determining the feasibility of the proposed work.

Operations

The Principals and Associates of BROWN, RONA INC. collaborate on the conceptual design of all major projects to develop and evaluate the full range of useful structural solutions. Thereafter, one of the partners becomes the principal engineer on the project and works closely with the Architect and other members of the building team through the design development, working drawings and construction supervision phases of the project. In this way, we maintain the close control, continuity and perfect coordination between the architectural and structural design which is essential to a successful building project.

We utilize our own in-house computer with the latest software to rigorously analyse our structures for all expected loading conditions and to optimize the design of individual members.

The Principals

Arthur L. Brown, Jr., for six years prior to the formation of BROWN, RONA INC. was President of the Consulting Engineering firm of Weidemann, Brown, Inc. Before founding his own firm, he was Associate in a Cambridge consulting firm for eight years where he was the principal structural design engineer on numerous building projects. Prior to that he was Chief Engineer for Wood Fabricators, Inc., worked in the field for the John A. Volpe Construction Company, and served as a Civil Engineer in the U. S. Navy. His educational background includes post graduate courses at MIT in Engineering and Material Science in 1966, an SM in Building Engineering from MIT in 1957 and a BSCE from Tufts University in 1953.

Thomas Rona, prior to the formation of BROWN, RONA INC. was the principal of Thomas Rona Associates, Inc., a firm he founded in 1967. His experience as an engineer in the United States started in 1956 when he emigrated from Hungary and joined a consulting engineering firm in Pittsburgh, Pennsylvania. Later, he became Chief Engineer for one of the leading consulting engineering firms in Boston where he was responsible for the structural design of numerous institutional, educational, residential, commercial buildings and large parking garages. He completed his Civil Engineering Degree, majoring in structures, at the Technical University at Budapest, Hungary in 1950. From 1950 to 1956, while working in Hungary, he was in charge of the design of several large precast and cast-in-place concrete industrial buildings.

The Staff

The technical staff of graduate engineers who serve as project engineers all have specialized academic training in structural engineering as well as practical office design and field experience.

These project engineers are assisted in the detailed preparation of structural working drawings and in the checking of shop drawings by our staff of drafters, several of whom have over 20 years experience.

Clients

The clients of BROWN, RONA INC. includes Architects, Developers, Building Owners, Public Agencies and Private Institutions. While the majority of our work is from referrals and continuing work from past clients we often submit proposals to new clients on specific projects. We maintain current background information on our staff and experience including the widely used U. S. Government Form 254.

Architect Clients

The overall high quality of our Architectural clients and the Award Winning work many of them have produced is a good indication of the highly imaginative and competent structural engineering designs for which this firm is known. BROWN, RONA INC. has well established working relationships with a number of the major Boston and Cambridge, Massachusetts architectural firms as well as selected firms out of state. However, we are not contractually committed to any firm on a continuing basis and are interested in participating with other Architects as a member of the design team for specific projects. Our current major architectural clients include:

Childs Bertman Tseckares & Casendino Inc.
306 Dartmouth Street
Boston, Ma

Cambridge Seven Associates
1050 Massachusetts Avenue
Cambridge, Ma

The Architects Collaborative
46 Brattle St.
Cambridge, Ma

Perry Dean Stahl & Rogers Inc.
177 Milk Street
Boston, Ma

Anderson Notter Finegold Associates
77 North Washington Street
Boston, Ma

Vitols Associates
1230 Statler Office Building
Boston, Ma

John Sharratt Associates
121 Mt. Vernon St.
Boston, Ma

Shepley Bulfinch Richardson & Abbott
One Court Square
Boston

Eisenberg Haven Associates Inc.
29 Temple Place
Boston, Ma

Amsler Hagenah MacLean Architects
65 Long Wharf
Boston

Paul Carroll & Associates
83 Newbury Street
Boston, Ma

Stull Associates
100 Boylston Street
Boston, Ma

Glaser/deCastro Associates Inc.
75 Kneeland Avenue
Boston, Ma

Kubitz & Pepi Architects Inc.
66 Central Street
Wellesley, Ma

Architectural Resources Cambridge Inc.
102 Mt. Auburn Street
Cambridge, Ma

Angelos Demetriou & Associates
1523 New Hampshire Avenue, Northwest
Washington D.C. 20036

The Preservation Partnership
354 Union Street
New Bedford, Ma

Benjamin Thompson Associates Inc.
One Story Street
Cambridge, Ma

Jung Brannen Associates Inc.
177 Milk Street
Boston, Ma

Halasz & Halasz Inc.
116 Newbury Street
Boston, Ma

Public Agencies and Private Owners

BROWN, RONA INC. has been retained as Consulting Engineer by a number of municipalities and government agencies, and private owners where our special expertise in roofing and waterproofing and in the evaluation of the condition and structural capacity of existing buildings is required. In cases where master planning, architecture or mechanical expertise is required, we associate with one of the leading firms in the appropriate discipline. While our clientele in this area is extensive we are always interested in serving new clients. Some of our recent clients include the following.

Private Owners

Markem Corporation	Keene, N. H.
Building 42 Associates	Charlestown, Ma
Boston Urban Associates	Boston, Ma
Sonesta Hotels International	Boston, Ma
Hamilton Realty Company	Allston, Ma
Knapp Shoe Company	Brockton, Ma
Turner Fisheries	Boston, Ma
Carabetta Enterprises	Meriden, Conn
Compugraphic Corporation	Wilmington, Ma
Westco Corporation	Boston, Ma
Anderson Power Products	Boston, Ma
Electroswitch Corporation	Weymouth, Ma
Williams College	Williamstown, Ma
New Hampshire Ball Bearing	Peterborough, N.H.
Tufts University	Medford, Ma
Riverfront Office Park Associates	Boston, Ma
Spaulding & Slye	Burlington, Ma
Bartlett Development Associates	Boston, Ma
Society for the Preservation of New England Antiquities	Boston, Ma
General Foods	Minneapolis, Minn
The Green Company	Falmouth, Ma
Harvard University	Cambridge, Ma
Richard Dobroth & Associates	Concord, Ma

Contractors

George B. H. Macomber Co. Inc.	Boston, Ma
Carabetta Enterprises	Meriden, Conn
Sydney Construction Company	Newton, Ma
Wexler Construction Company	Newton, Ma
Perini Corporation	Framingham, Ma

Municipalities and Public Agencies

City of Boston Public Facilities Department
Town of Natick Massachusetts School Department
Town of Holbrook Massachusetts School Department
Town of Bellingham, Massachusetts
City of Burlington, Vermont
Town of Wellesley Massachusetts School Department
City of Cambridge Massachusetts Public Works Department
Town of Stowe, Vermont
General Services Administration, U.S. Government
City of St. Albans, Vermont
Town of Watertown, Massachusetts
East Ramapo Central School District Spring Valley New York
Orange East Supervisory School District Bradford, Vermont
Orange West Supervisory School Union Randolph, Vermont
State of Vermont, Division for Historic Preservation

RECENT STRUCTURAL ENGINEERING ASSIGNMENTS

The consulting assignments of BROWN, RONA INC. have varied in size from a few hours of consulting on specific building problems to the structural design of multi-million dollar building projects. The size and variety of some of our representative recent structural engineering assignments is an indication of the quality and capacity of the firm to undertake major consulting assignments.

Parking Facilities

Framed parking facilities are a specialty of BROWN, RONA INC. Successful parking garages require a high order or structural engineering skill and imagination combined with a keen understanding of costs, erection time, long term maintenance and aesthetics. The following garages designed by BROWN, RONA INC. demonstrate our ability to blend these often conflicting requirements at a particular site using a variety of framing and deck systems.

MBTA - Quincy Adams Parking Garage, Quincy, Massachusetts

This parking facility for the MBTA South Quincy Station has capacity for 1900 cars. This all precast, prestressed concrete structure is scheduled for completion in 1982 at a cost in excess of \$20 million. The garage which includes a rapid transit and bus station incorporates all the most modern design features of any parking facility in the New England area.

Architect: H. W. Moore Associates and
Glaser/deCastro/Vitols Partnership

Builder: Blount Bros. Construction Co.

Mainbrook Parking Facility, Brockton, Massachusetts

This 5 level continuous ramp garage for 550 cars is framed with precast concrete columns, girders, double tees and architectural spandrels. Construction underway in 1982.

Architect: Vitols Associates

Builder: J. J. Welch Construction Co.

Medical Area Servicer and Parking Facility, Boston, Ma.

This 600 car parking structure formed with precast concrete, is constructed over a two story warehouse and receiving area for the Affiliated Hospital Center. Construction completed in 1980 at a cost of \$6.5 million.

Architect: Benjamin Thompson Associates Inc.

Builder: George B. H. Macomber Co. Inc.

Boston Navy Yard Parking Garage, Boston, Massachusetts

This 325 car parking garage features steel framing and a precast concrete plank deck system constructed within the existing masonry walls of a former shipyard machine shop. Construction completed in 1980.

Architect: Anderson Notter Finegold Inc.

Builder: Sydney Construction Co.

Malden, Central Business District Parking Facility, Malden, Ma

This multi-story parking garage located on a congested urban site includes parking for 650 cars. It was designed with post tensioned concrete slabs supported by composite structural steel members. The design includes cast in place concrete high speed egress spiral ramp and circular stair towers.

Architect: Vitols Associates Inc.

Builder: J. F. White Contracting Co.

Mission Park Garage, Boston, Massachusetts

A 1300 car underground garage consisting of three parking levels framed with precast-prestressed concrete supporting at the ground level 3-story townhouses, a swimming pool, a park and a roadway system. Construction completed in 1976 at a cost of \$7 million.

Architect: John Sharratt Associates

Builder: George B. H. Macomber Co. Inc.

Institutional Buildings

BROWN, RONA INC. has been structural engineers on a wide variety of public and private educational and library buildings, hospitals and churches. In all these projects we prepare detailed structural drawings and specifications and coordinate our work closely with the Architect and other Engineers to permit competitive bidding of this project and to eliminate change orders affecting the bid price. Some of our current and recent projects include:

Boston College Library, Newton, Massachusetts

The new central library for this expanding College occupies a prominent site on the campus and is framed with cast in place concrete and clad in granite panels. Construction is underway and scheduled for completion in 1983 with a budget of \$17 million.

Architect: *The Architects Collaborative*

Builder: *Richard White & Sons*

Student Center, University of Vermont, Burlington, Vt.

The proposed \$2.7 million cafeteria and lecture hall unites several historic and prominent buildings on the campus into a unified student center. The preliminary designs, completed in 1982, are a combination of long span steel framing for roofs and cast in place concrete for floor systems.

Architect: *Shepley Bulfinch Richardson & Abbott*

Owner: *University of Vermont*

Olin Library, Wesleyan University, Middletown, Connecticut

This \$9 million addition to the central University Library will be framed with concrete and phased to permit the uninterrupted use of the existing facilities. Final designs are underway in 1982.

Architect: *Perry Dean Stahl & Rogers*

Construction Manager: *E & F Construction Co.*

Hanscom Library, Bedford, Massachusetts

This two story educational center and library at Hanscom A.F.B. has a steel framed structure that incorporates several of the latest state of the art passive solar systems. It is scheduled for construction in 1983 with a budget of \$1.7 million.

Architect: Anderson Notter Finegold

Construction Manager: U. S. Army Corps of Engineers

Art Department Building, Phillips Academy, Exeter, New Hampshire

This \$3.5 million program in 1982 for the consolidation of the Art Department involved the construction of a new gallery with a plaza above and between existing buildings and the construction of a new sculpture studio. While the exterior matched the ornate brick and granite facade of the existing buildings, the new floors, plaza and roof were framed with economical structural steel columns and beams and cast in place concrete slabs.

Architect: Amsler Hagenah MacLean

Builder: Davison Construction Co.

Systems Building Interim Housing, Walter E. Fernald School Waltham, Massachusetts

This multi-use project consisting of 5 buildings ranging in size from 12,000 to 20,000 sf is being built in phases starting in 1980 to meet the changing needs of this Institution for the Mentally Retarded in the Commonwealth. To ensure the greatest flexibility of use, these one story structures using maximum clear spans were framed with modular bays of steel columns, beams and steel joists.

Architect: Childs Bertman Tseckares & Casendino Inc.

Contractor: James J. Welch & Co. Inc.

Physical Education Building, University of Massachusetts
Boston, Massachusetts

A \$9 million project involving a swimming pool, gymnasium, hockey rink and administrative area on a difficult site over previous landfill on Boston Harbor. The project is framed with long span steel trusses supported on precast concrete columns. Construction completed in 1980.

Architect: Anderson Notter Finegold Inc.

Contractor: A. Antonellis Construction Co.

Fitchburg State College, New Student Housing
Fitchburg, Massachusetts

The construction phase for this \$2 million complex of townhouse style student apartments was completed in 1978. Light gage metal studs and joists were selected as framing materials, allowing maximum panelization for rapid erection as well as optimum economy.

Architect: Glaser/deCastro/Vitols Associates.

Contractor: Sydney Construction Co.

Barnum Hall, Tufts University, Medford, Massachusetts

The front wall and portions which survived a fire were incorporated into a modern 3 story science building which included major lecture halls and biology laboratory. Completed in 1979 at a cost of \$1.8 million.

Architect: Kubitz & Pepi Architects

Construction Manager: Turner Construction Company

Lowell Heritage Park Boathouse, Lowell, Massachusetts

This wood framed boathouse being planned by the Metropolitan District Commission has facilities for 20 racing shells and 20 sail boats plus ancillary training and office facilities. Construction planned for 1983 with a budget of \$1 million.

Architect: Add Inc.

Fletcher Library, Burlington, Vermont

This project includes the structural stabilization of the foundation and complete restoration of the historic Carnegie Building and the addition of a new 3 story steel framed modern library and stack area. Phase I of the project was completed in 1978 and Phase II was completed in 1980 at a cost of \$2.2 million.

Architect: Anderson Notter Finegold Inc.

Contractor: Wright & Morrissey Inc. and
Reed & Stone Inc.

St. Anthony's Church, East Cambridge, Massachusetts

This complex for the Portugese community includes a new Church and Parish Center, both framed with large exposed wooden gluelam beams and arches and an attached Parish House. The construction is proceeding in stages and is scheduled for completion in 1983.

Architect: Glaser/deCastro Associates

Builder: Perini Construction Company

Watertown High School, Watertown, Massachusetts

This \$6.9 million project included the addition of a large gymnasium and music and science classroom wing and an automotive repair shop and gutting a section of the existing building to accommodate a new library. Construction completed in 1981.

Architect: Architectural Resources Cambridge Inc.

Contractor: Wexler Construction Company

Scott Student Center, Wesleyan University, Middletown, Ct.

This \$2 million conversion of the existing Physics Building into a Student Center is scheduled for construction in 1983.

Architect: Perry Dean Stahl & Rogers Inc.

Contractor: E & F Construction Company

Webster Junior/Senior High School, Webster, Massachusetts

This multi-story school project with a \$9 million budget includes an auditorium and gymnasium in addition to standard classrooms. A composite steel frame supporting composite concrete slabs was selected as the most efficient structural system. The school has been in operation since 1980.

Architect: Drummey Rosane Anderson Inc.

Contractor: Perini Corporation

Office and Industrial Buildings

BROWN, RONA INC. has worked on a number of fast track commercial building projects where tight budget control during design and construction are combined with fixed completion dates to permit early occupancy. On many of these projects the start of foundations and firm contracts for structural steel on precast concrete are based on our structural drawings prepared in advance of the finished project architectural and mechanical drawings. Our recent projects have included:

Riverfront Office Park, Cambridge, Massachusetts

This 450,000 sf structure on a prominent Cambridge site has a commercial level, 3 parking decks and 14 office floors and is clad in traditional brick with an accent slot of reflective glass. This building on a tight urban site adjacent to Broad Canal is founded on deep piles and is framed with a braced steel structure and composite concrete floors. Construction expected to be complete in 1983.

Architect: Cambridge Seven Associates

Builder: George B. H. Macomber Co. Inc.

Waverly Oaks Office Building, Waltham, Massachusetts

This 4-story, 180,000 sf office building constructed in 1982 is framed with an economical moment resisting structural steel frame and steel joists for floors and roof structure.

Architect: Paul Carroll & Associates

Builders: Emerson Construction Co.

Electroswitch, Weymouth, Massachusetts

This two story factory addition built on a fast track schedule was completed in 1980.

Architect: Cambridge Seven Associates

Builder: Clark & Smith Company

Data General, Milford, Massachusetts

This "turnkey" project has a three-story office building of 40,000 sf integrated with 90,000 sf warehouse. It was framed in 1982 with a very economical system of metal deck, steel joists and joist girders.

Architect: Childs Bertman Tseckares & Casendino

Builder: Wexler Construction Co.

399 Boylston Street, Boston, Massachusetts

This 13-story office structure with 225,000 sf on a prime site in Boston is being designed in 1982 with moment resisting composite and steel frame, composite concrete floors and is founded on a deep pile system. To minimize the impact of adjacent buildings in this historic district the facade is deliberately articulated with brick, stone and reflective glass. The upper stories are set back and sheathed with reflective glass.

Architect: Childs Bertman Tseckares & Casendino

Contractor: George B. H. Macomber Co. Inc.

Digital Equipment, Spitbrook Engineering Facility Nashua, New Hampshire

This \$8.5 million R & D engineering facility was constructed on a difficult site utilizing fast track scheduling techniques to permit early occupancy. Structural steel and foundation design were completed in advance of architectural and mechanical drawings. Project completed in 1980.

Architect: Cambridge Seven Associates

Builder: Granger Bros.

ADE Foods Company, Gloucester, Massachusetts

This waterfront fish processing plant and pier was constructed on Gloucester Harbor entirely over water in 1979. This structure has precast concrete piling and a precast concrete framing system for optimum durability.

Architect: Albert Costa Associates

The Talbot's, Hingham, Massachusetts

This project was undertaken using phased construction and construction management techniques to control the budget and permit fast tracking. The project involved 60,000 sq. ft. of high bay warehouse space and 60,000 sq. ft. of office space which was completed in 1980 at a cost of \$7 million.

Architect: *Cambridge Seven Associates Inc.*

Construction Manager: *Gilbane Building Compdny*

303 Congress Street, Boston, Massachusetts

This 60,000 sf office building is being constructed on deep piles partially over the Fort Point Channel. The building has a fully welded moment resisting steel frame supporting a composite concrete floor and roof system. The exterior columns are exposed in front of a dramatic glass curtain wall. Construction scheduled for 1983.

Architect: *Anderson Notter Finegold Inc.*

Builder: *Vappi Construction Company*

Housing

BROWN, RONA INC. is well known for its many innovative and economical structures for large housing projects. We have successfully executed these buildings using steel frames, cast-in-place and precast concrete, masonry bearing walls, light gage metal and wood structural framing systems. The projects range from multi-building garden apartments on suburban sites to 40 story towers in congested urban areas. The projects have been designed by some of the leading Architects in the field and built by local contractors in a variety of areas from northern Main to Maryland.

Regency Apartments, Brookline, Massachusetts

This \$10.5 million project has a fully precast 15 story apartment structure supported on a precast transfer system over a two story precast concrete parking garage. Construction completed in 1980.

Architect: *Eisenberg Haven Associates*

Owner/Builder: *Carabetta Enterprises Inc.*

Cutter School Condominiums, Arlington, Massachusetts

This traditional 1890 elementary school was recycled in 1982-1983 into 34 highly individualistic condominium units by constructing additional lofts in the attics and auditoriums and by raising selected floor areas.

Architect: *Anderson Notter Finegold Inc.*

Builder: *Congress Construction Co.*

1443 Beacon Street, Brookline, Massachusetts

This 120 unit FHA insured housing project has an economical steel framing system supporting floors over a parking garage. Construction completed in 1979 at a cost of \$3.8 million.

Architect: *Glaser/deCastro/Vitols Partnership*

Builder: *Sydney Construction Company*

Northern Lights Housing, Berlin, New Hampshire

This former Androscoggin Hospital was itself a collection of buildings including a wooden hotel that had been altered and added to over a 100 year period. This latest recycling into 64 subsidized apartments involved alteration and strengthening of structural wood, concrete, steel and masonry construction.

Architect: *Anderson Notter Finegold Inc.*

Builder: *R. C. Foss & Sons Inc.*

Academy Building, Fall River, Massachusetts

This project was completed in 1980 and includes the conversion of a prominent historic office building into housing units and the construction of a multi-story wall bearing masonry addition designed to resist seismic forces.

Architect: *Childs Bertman Tseckares & Casendino*

Owner/Builder: *John Corcoran Company*

Bell Pond Apartments, Worcester, Massachusetts

This 300 unit Housing for the Elderly project on a prominent site consists of two economical 9-story masonry wall bearing structures with precast concrete plank. Construction scheduled for completion in 1983.

Architect: *Vitols Associates*

Builder: *George B. H. Macomber Co. Inc.*

Varney School Apartments, Manchester, New Hampshire

In 1982 this typical turn of the century 3-story school building was recycled and a 5-story addition constructed to form 78 units of Housing for the Elderly.

Architect: *John Sharratt Associates*

Builder: *R. C. Foss & Sons*

Viviendas La Victoria I & II, Boston, Massachusetts

This award winning apartment complex was constructed in two phases in 1976 and 1980. The 18 story high-rise structural system is concrete plank on structural steel and the low-rise buildings are wall bearing masonry with precast concrete floors.

Architect: John Sharratt Associates

Builder: Barkan Construction Co.

Farm River Apartments, East Haven, Connecticut

This large housing complex with buildings ranging in height from four to twelve stories was constructed in 1980 on a pile foundation with load bearing masonry walls and 8 ft. wide pre-cast floor units.

Architect: Eisenberg Haven Associates Inc.

Builder: Kapetan Construction Co.

Arsenal Apartments, Watertown, Massachusetts

This initial phase of the commercial recycling of the large industrial site of the former Watertown Arsenal included a new six story masonry apartment structure and the recycling of two historic mill buildings into apartments.

Architect: Arrowstreet Inc.

Contractor: Gilbane Construction Co.

Riverside Towers, Medford, Massachusetts

This 12 story wall bearing masonry and concrete plank apartment building was constructed in 1979 at a cost of \$6.5 million.

Architect: Eisenberg Haven Associates

Builder: Sydney Construction Company

Remodelling and Additions to Existing Structures

BROWN, RONA INC. is one of the leading structural engineering firms in the field of evaluation of the condition, structural capacity and future prospects of existing buildings. Many of our projects in this area involve renovations, adaptive reuse and remodelling of buildings listed in the National Register of Historic Building. BROWN, RONA INC. is structural engineer for a number of successful large scale Historic Preservation, remodelling and adaptive reuse projects including:

Wannalancit Office & Technology Center, Lowell, Massachusetts

This National Register property adjacent to the North Canal and Merrimack River was the last continuously operating mill in the City of Lowell. The building, with 270,000 sf of floor area was framed with heavy timber and plank and the massive brick exterior walls are being modernized in 1982-1983 with new lobbies, stairs, elevators and local strengthening to meet the needs of modern industry.

Architect: Perry Dean Stahl & Rogers Inc.

Owner: Richard Dobroth & Associates

Mechanics Hall, Worcester, Massachusetts

The prize winning renovation of this famous concert and lecture hall was completed in 1978 at a cost of \$3 million. This project involved the strengthening of existing framing and adding a major glass enclosed lobby, stairs and elevator towers on the rear of the building.

Architect: Anderson Notter Finegold Inc.

Builder: R. L. Whipple Company

Camellia House, Oyster Bay, New York

This marvelous steel and glass greenhouse designed by the Olmstead Brothers at the Planting Fields Arboretum in 1918 covers a priceless collection of camellias. Unfortunately, years of neglect had left the structure seriously decayed and unsafe. The complete and authentic restoration is underway and is expected to be complete in 1983.

Architect: *Preservation Partnership*

Builder: *William Walsh Company*

The Wharf, Boston, Massachusetts

This six story former wool warehouse on the Fort Point Channel in Boston was remodelled in 1979 to accomodate exhibit space for the Children's Museum and Museum of Transportation as well as commercial space and offices. The project involved seismic strengthening of the floors and the construction of a large glass enclosed exterior elevator. Construction completed in 1979 at a cost of \$2.7 million.

Architect: *Dyer Brown Associates*

Builder: *Beaver Builders Inc.*

The Shipyard, Charlestown Navy Yard, Boston, Massachusetts

This \$12 million project involves the conversion of the former Naval Shipyard machine shops and foundry buildings into 360 apartment units and ancillary facilities including a parking garage. The project is under construction in 1980-1981.

Architect: *Anderson Notter Finegold Inc.*

Builder: *Sydney Construction Co.*

James Steam Mill, Newburyport, Massachusetts

This 99 unit Housing for the Elderly project involves the conversion of three 4 and 5 story typical New England mill type industrial buildings into a modern apartment complex by the addition of egress stairs, elevators, and partitioning in 1983.

Architect: *Childs Bertman Tseckares & Casendino*

Builder: *R. C. Foss & Sons Inc.*

McCulloch Hall, Harvard University, Cambridge, Massachusetts

The interior of this Harvard Business School dormitory was completely gutted and remodelled to provide modern suites in 1978 at a cost of \$2.2 million.

Architect: Perry Dean Stahl & Rogers

Builder: Volpe Construction Company

Lowell Memorial Auditorium, Lowell, Massachusetts

Plans are being prepared for the renovation and repair of this truly monumental auditorium originally constructed in 1920. The project is expected to be in construction in 1983 with a budget of \$6.5 million.

Architect: Perry Dean Stahl & Rogers

Shubert Theatre, Boston, Massachusetts

The renovations of one of the largest theatres in Boston were completed in 1980. The work involved rehabilitation and remodelling of many areas of the building and each stage area to accomodate modern lighting, sound systems and staging for traveling shows.

Architect: Anderson Notter Finegold

Builder: Conviser Construction Co.

Hotel Danville, Danville, Virginia

This project consists of the conversion into Elderly Housing of the 8 story Danville Hotel and attached to it a 10 story new addition framed with structural steel and concrete floors. Combined budget is ±\$6 million.

Architect: *Childs Bertman Tseckares & Casendino*

Contractor: *John W. Daniels*

City Hall of Baltimore, Baltimore, Maryland

This project included the complete refurbishment of the City Hall including the addition of new floors, strengthening existing floors and other structural repairs resulting from an extensive investigation of the condition and capacity of the existing structure. Project completed in 1977 at a cost of \$9 million.

Architects: *Amsler, Hagenah MacLean with Myers and d'Aleo*

Contractors: *Roy Kirby & Sons with Calvert Construction Corp.*

LENDER:

Bank of New England
28 State Street, Boston, MA 02108
(Tel. 742-4000)

Fowler, Goedecke, Ellis & O'Connor

Incorporated

One Liberty Square
Boston, Massachusetts 02109
(617) 542-2530

Fowler, Goedecke, Ellis & O'Connor has been in business since June of 1981. The company was the result of a merger between Fowler, Goedecke & Co., founded in 1974 and the Leggat McCall & Werner Financial Corporation, founded in 1975.

The firm acts as mortgage loan correspondents for the following institutions:

- . Aetna Life Insurance Company
- . CIGNA (formerly Connecticut General)
- . John Hancock Mutual Life Insurance Company
- . Penn Mutual Life Insurance Company
- . Knights of Columbus
- . Equitable of Iowa

Since its formation, the firm has been involved in real estate financing in excess of \$350 million. Included in this financing have been:

. One Post Office Square Boston, Massachusetts	\$75,000,000 First Mortgage Loan
. 399 Boylston Street Boston, Massachusetts	\$36,000,000 Joint Venture Financing
. Long Wharf Marriott Boston, Massachusetts	\$25,000,000 First Mortgage Loan
. Russia Wharf Boston, Massachusetts	\$11,500,000 First Mortgage Loan
. Arsenal Marketplace Watertown, Massachusetts	\$20,500,000 Participating Mortgage Loan
. Maine Mall South Portland, Maine	\$41,000,000 Joint Venture/Acquisition
. Burlington Marriott Burlington, Massachusetts	\$32,000,000 Land Purchase Leaseback Leasehold
. Fox Run Mall Newington, New Hampshire	\$35,000,000 Joint Venture Financing
. Crystal Mall Waterford, Connecticut	\$32,000,000 Joint Venture Financing

VI DESIGN CONCEPT

A. Architectural Narrative

DESIGN CONCEPT

The opportunity to develop the Government Center Garage presents the chance to change and improve the design of a key element in the urban fabric of Boston. The Government Center Garage is located at the hinge point between the Government Center and the now to be developed North Station area. The original design of the building which in itself is a traffic nexus, anticipated the future development of the North Station area and the flow of traffic - vehicular and pedestrian - between the nodes of that development and the Government Center, Faneuil Hall, and the commercial towers to the south. However, at the time of the design of the Government Center Garage much of this development lay in the future and market conditions did not allow for the inclusion of either commercial space at the pedestrian level nor for the development of rooftop uses, although both of these were proposed.

The subsequent growth of commercial development in the Government Center Garage area and the imminent revitalization of the North Station district now make it possible to bring to fruition these original ideas and with them to make those improvements to the public areas - pedestrian and vehicular - that are appropriate to the increased urban importance and consequent pattern of use that the Government Center Garage will now enjoy.

1. Landscaping and Surface Improvement

The proposal to extend the brick paving associated with pedestrian areas of the Government Center which was a part of the Master Landscape Plan for the Government Center Project should now be implemented. The pedestrian areas beneath the Garage on both sides of Merrimac Street will be brick paved between the borders of the concrete sidewalks. They will be furnished with lighting and seating appropriate to the heavy density of use which will continue to characterize the passage from North Station to the Government Center. Brick paving, seats and lights will make the bus waiting area congenial. The triangular area between the Garage and New Chardon Street will be developed as a forecourt to the office entrance. In this space the Beverly Pepper sculpture will be given a new and attractive setting as the centerpiece of a pedestrian plaza from which the elevators of the office development will rise dramatically.

2. Commercial Space

Commercial space will be concentrated at street level. 14,000 square feet of shops will be located so as to front onto the corners of New Sudbury, Merrimac and New

Chardon Streets. A further 9,000+ square feet of shops will be located beneath the spiral ramp in the area of the subway entrance and bus waiting area. In this way the new commercial areas will lie adjacent to the most frequently travelled pedestrian areas, thus achieving the two objectives of giving life, visual interest and protection to those pedestrian areas and ensuring the commercial success of the shops.

3. Office Development

It is proposed to build 151,000+ square feet of rental space on levels 10 and 11 of the structure. A deck over the furthest east portion of Level 10 will be used as the running track for a health club. The Garage structure is organized in 60' tracks separated by an interspace of nine feet. The two floors of office space will be organized in similar fashion yielding 60' wide tracks of space. These column-free tracks of space will be more than 480 feet long on Level 10 and almost 300 feet long on Level 11. The interspaces on both levels will be used as skylit and landscaped atria/galleries providing principal circulation routes to rental units of office space all of which would have daylit perimeters. Moreover the office floors thus provided would be very large areas of column-free space easily sub-divided and ideally suited as either prime space or "back office" use.

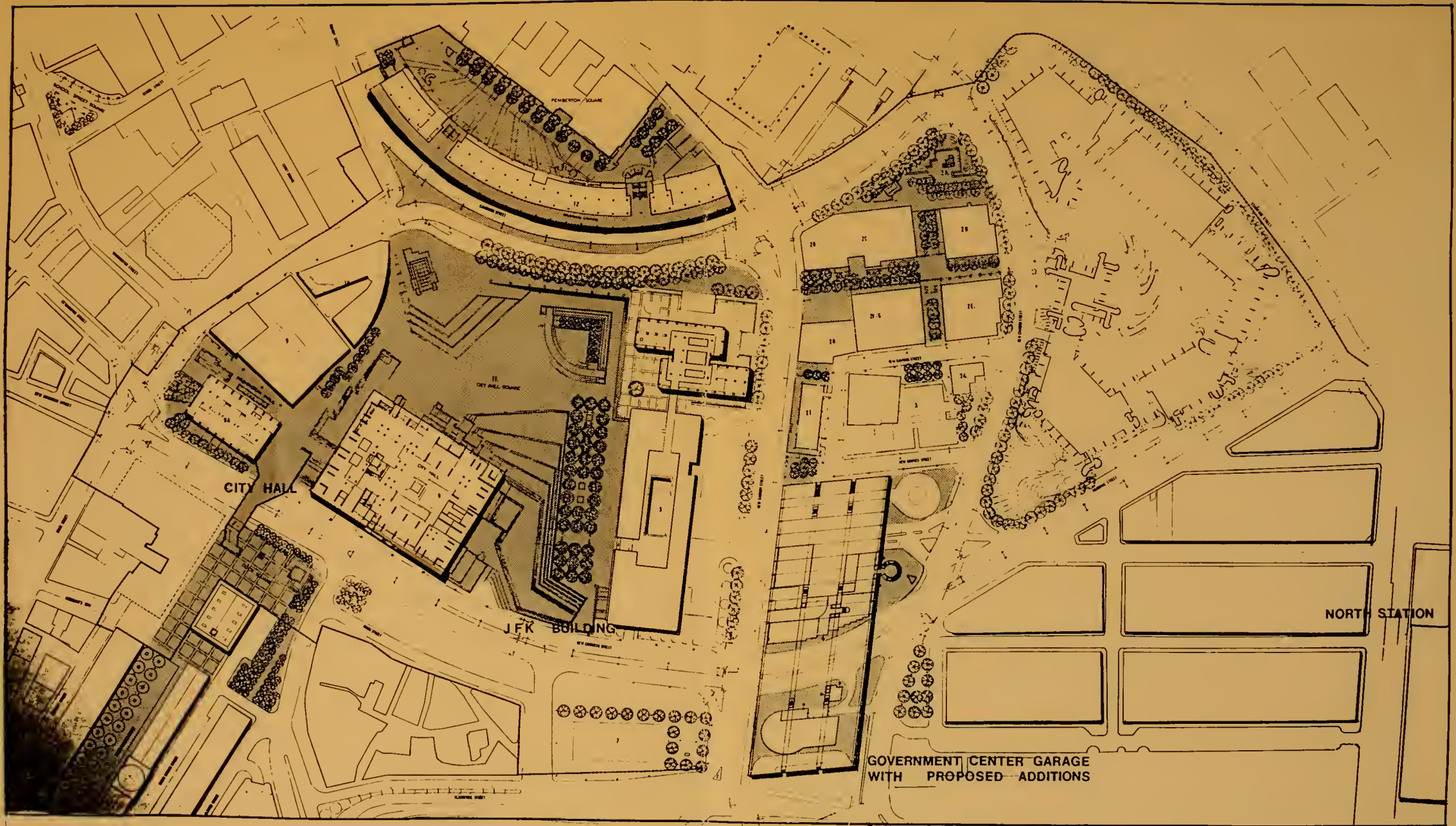
The office floors will be reached by way of new glass-walled elevators raising dramatically from the new forecourt and lobby on New Chardon Street. The lobby and elevator towers will provide the new office accommodation with a memorable and unique identity. The wall treatment of the office structure will continue the theme of a delicate and lightweight facade which will act as a foil to the robust image of the garage. The roof of the new offices will be articulated by the long glass-roofed atria/galleries which will reflect light by day and glow at night. In this way the new roof treatment will continue to meet the original design directive and make attractive the vast roof of the complex when viewed from the surrounding taller buildings.

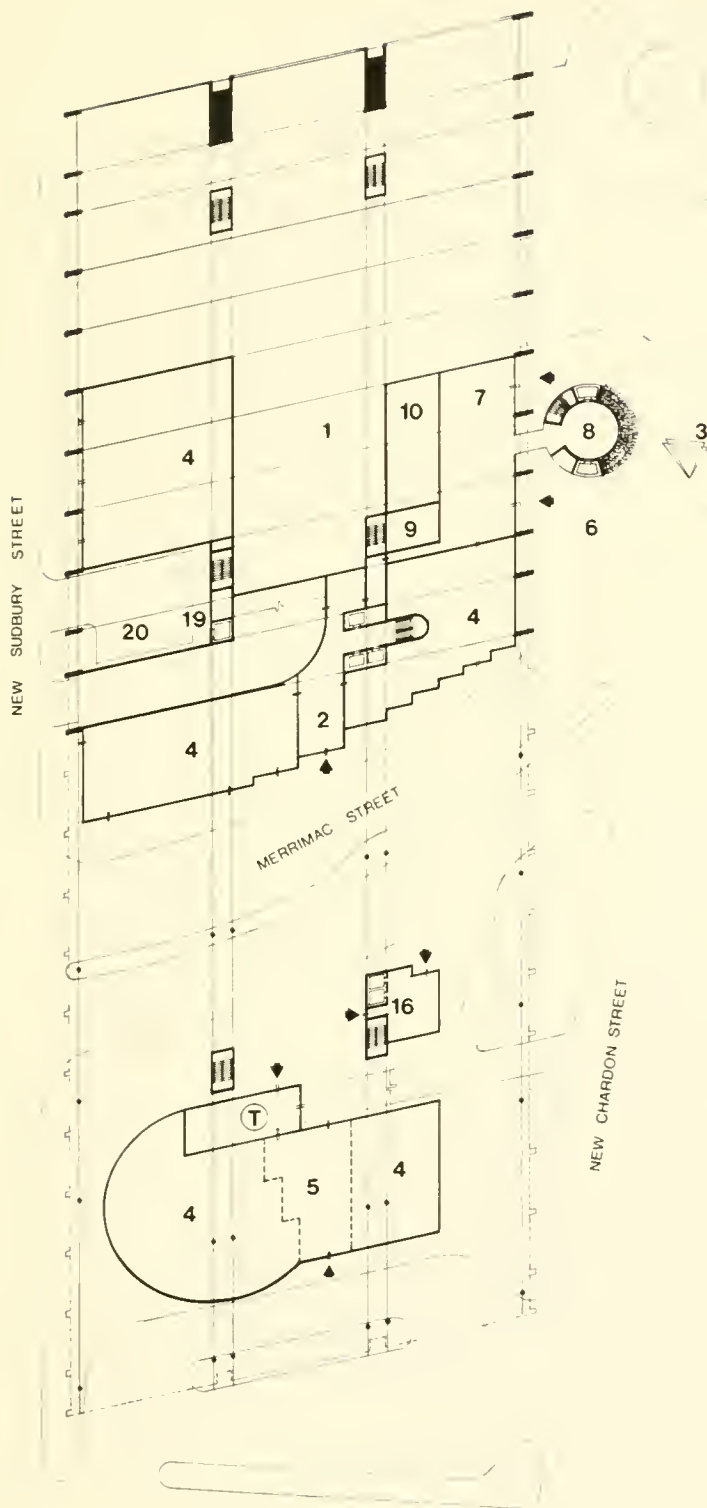
In summary, it may be stated that the proposed development of the Government Center Garage will be carried out in a fashion that will pursue and enhance the visual objectives that generated the original design.

N. Michael McKinnell, FAIA

VI DESIGN CONCEPT

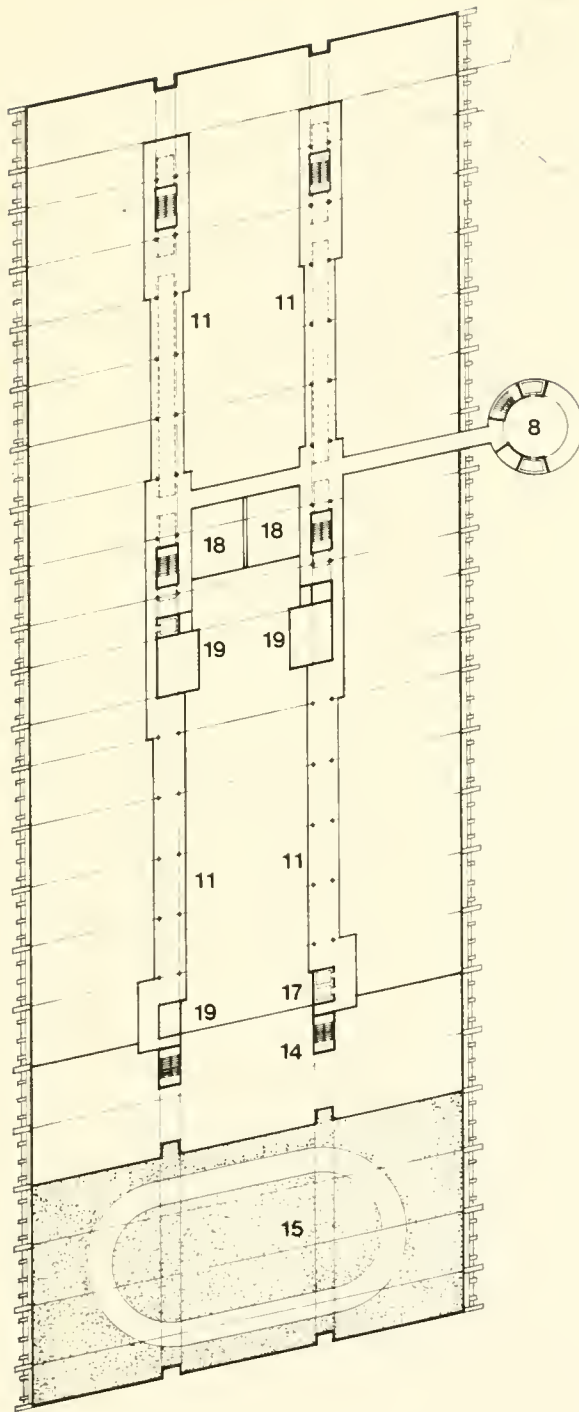
B. Design Concept Drawings





- 1 EXISTING GARAGE
- 2 GARAGE ENTRANCE
- 3 EXISTING SCULPTURE
- 4 COMMERCIAL
- 5 ARCADE TO TRANSIT
- 6 ENTRANCE PLAZA
- 7 ENTRANCE LOBBY
- 8 ELEVATOR LOBBY
- 9 LOBBY SHOP
- 10 MANAGEMENT OFFICES
- 11 GALLERY ATRIUM
- 12 BRIDGES
- 13 SKYLIGHT ROOF
- 14 POSSIBLE HEALTH CLUB
- 15 ROOF DECK RUNNING TRACK
- 16 SECONDARY ENTRANCE LOBBY
- 17 SECONDARY ELEVATOR LOBBY
- 18 RESTROOMS
- 19 ELECTRICAL / MECHANICAL / SERVICES
- 20 SERVICE COURT

SCALE 0 20 40 60 80 100' N



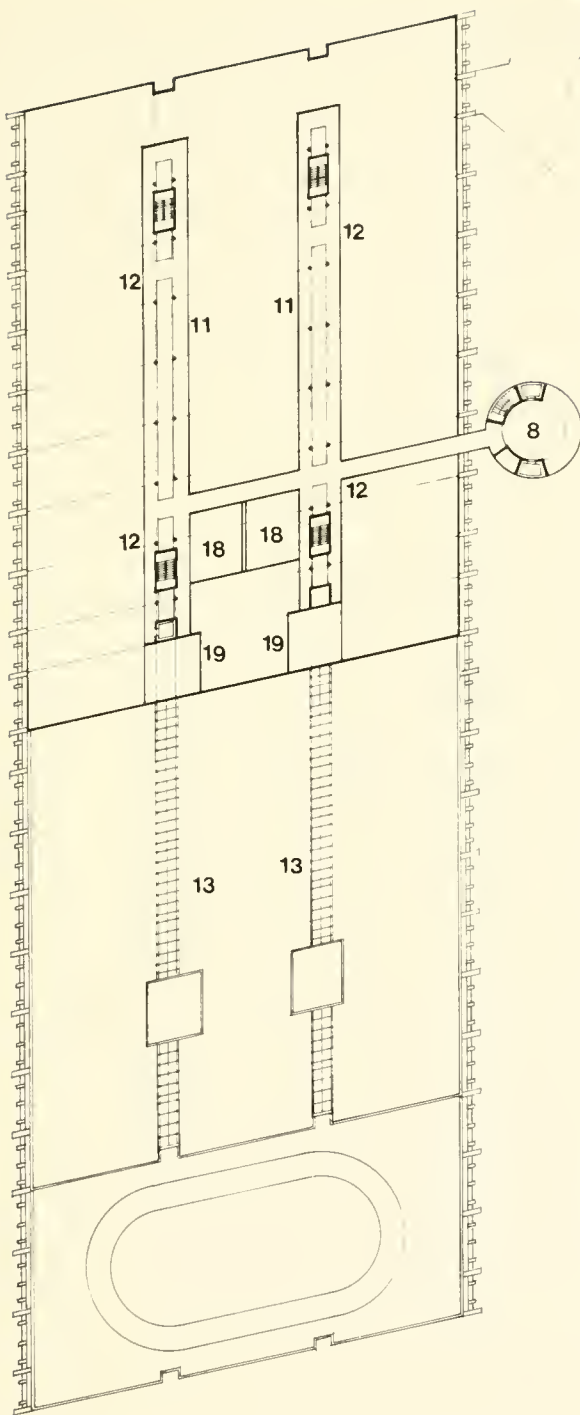
- 1 EXISTING GARAGE
- 2 GARAGE ENTRANCE
- 3 EXISTING SCULPTURE
- 4 COMMERCIAL
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- 18 RESTROOMS
- 19 ELECTRICAL / MECHANICAL / SERVICES
- 20 SERVICE COURT

SCALE 0 20' 40' 60' 80' 100' N

GOVERNMENT CENTER GARAGE PARCEL 1/83

SHEET 3 :

PLAN : LEVEL 10



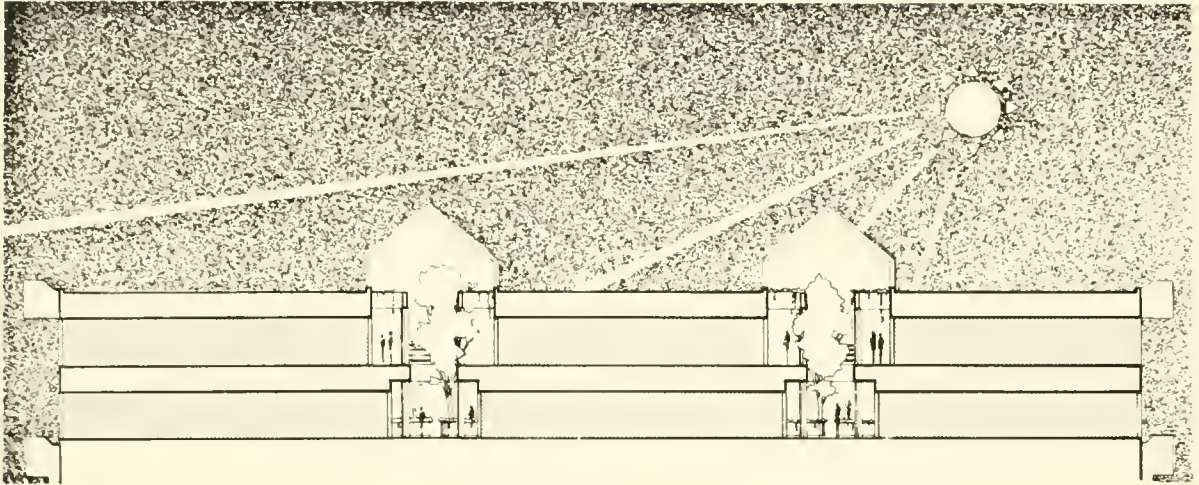
- 1 EXISTING GARAGE
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- 16 SECONDARY ENTRANCE LOBBY
- 17 SECONDARY ELEVATOR LOBBY
- 18 RESTROOMS
- 19 ELECTRICAL / MECHANICAL / SERVICES
- 20 SERVICE COURT

SCALE 0 20 40 60 80' N

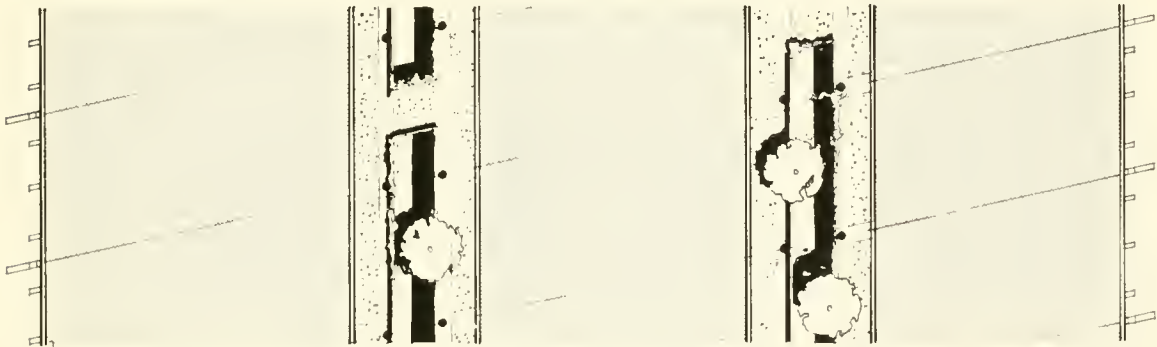
GOVERNMENT CENTER GARAGE PARCEL 1/83

SHEET 4 :

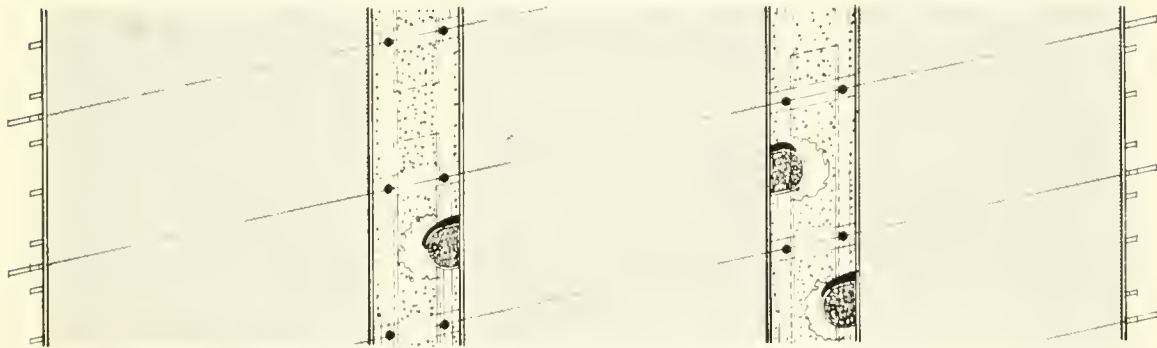
PLAN : LEVEL 11



SECTION



UPPER LEVEL



LOWER LEVEL

VII REDEVELOPER'S STATEMENT FOR PUBLIC DISCLOSURE

REDEVELOPER'S STATEMENT FOR PUBLIC DISCLOSURE ¹

A. REDEVELOPER AND LAND

1. a. Name of Redeveloper: CENTER GARAGE ASSOCIATES

b. Address and ZIP Code of Redeveloper: 536 GRANITE STREET
BRAINTREE, MA 02184

c. IRS Number of Redeveloper:

2. The land on which the Redeveloper proposes to enter into a contract for, or understanding with respect to, the purchase or lease of land from

BOSTON REDEVELOPMENT AUTHORITY

(Name of Local Public Agency)

in GOVERNMENT CENTER AREA

*(Name of Urban Renewal or Redevelopment Project Area)*in the City of BOSTON, State of MASSACHUSETTS,
is described as follows ²

A 1,865 Space Parking Garage Structure

3. If the Redeveloper is not an individual doing business under his own name, the Redeveloper has the status indicated below and is organized or operating under the laws of Massachusetts:

☐ A corporation.☐ A nonprofit or charitable institution or corporation.☒ A partnership known as Center Garage Associates which is a Massachusetts Partnership consisting of Center Garage Development, Inc. and☐ A business association or a joint venture known as Peabody Construction Co., Inc., It's General Partners☐ A Federal, State, or local government or instrumentality thereof.☐ Other (explain)

4. If the Redeveloper is not an individual or a government agency or instrumentality, give date of organization:

Partnership to be formed.

5. Names, addresses, title of position (if any), and nature and extent of the interest of the officers and principal members, shareholders, and investors of the Redeveloper, other than a government agency or instrumentality, are set forth as follows:

¹If space on this form is inadequate for any requested information, it should be furnished on an attached page which is referred to under the appropriate numbered item on the form.²Any convenient means of identifying the land (such as block and lot numbers or street boundaries) is sufficient. A description by metes and bounds or other technical description is acceptable, but not required.

- a. If the Redeveloper is a corporation, the officers, directors or trustees, and each stockholder owning more than 10% of any class of stock¹.
- b. If the Redeveloper is a nonprofit or charitable institution or corporation, the members who constitute the board of trustees or board of directors or similar governing body.
- c. If the Redeveloper is a partnership, each partner, whether a general or limited partner, and either the percent of interest or a description of the character and extent of interest.
- d. If the Redeveloper is a business association or a joint venture, each participant and either the percent of interest or a description of the character and extent of interest.
- e. If the Redeveloper is some other entity, the officers, the members of the governing body, and each person having an interest of more than 10%.

<u>NAME, ADDRESS, AND ZIP CODE</u>	<u>POSITION TITLE (if any) AND PERCENT OF INTEREST OR DESCRIPTION OF CHARACTER AND EXTENT OF INTEREST</u>
Edward A. Fish, President Center Garage Development, Inc. 536 Granite Street Braintree, MA 02184	
Peabody Construction Co., Inc. 536 Granite Street Braintree, MA 02184	

6. Name, address, and nature and extent of interest of each person or entity (not named in response to Item 5) who has a beneficial interest in any of the shareholders or investors named in response to Item 5 which gives such person or entity more than a computed 10% interest in the Redeveloper (for example, more than 20% of the stock in a corporation which holds 50% of the stock of the Redeveloper; or more than 50% of the stock in a corporation which holds 20% of the stock of the Redeveloper):

<u>NAME, ADDRESS, AND ZIP CODE</u>	<u>DESCRIPTION OF CHARACTER AND EXTENT OF INTEREST</u>
------------------------------------	--

7. Names (if not given above) of officers and directors or trustees of any corporation or firm listed under Item 5 or Item 6 above:

B. RESIDENTIAL REDEVELOPMENT OR REHABILITATION

(The Redeveloper is to furnish the following information, but only if land is to be redeveloped or rehabilitated in whole or in part for residential purposes.)

¹ If a corporation is required to file periodic reports with the Federal Securities and Exchange Commission under Section 13 of the Securities Exchange Act of 1934, so state under this Item 5. In such case, the information referred to in this Item 5 and in Items 6 and 7 is not required to be furnished.

1. State the Redeveloper's estimates, exclusive of payment for the land, for:

- a. Total cost of any residential redevelopment. \$
- b. Cost per dwelling unit of any residential redevelopment. \$
- c. Total cost of any residential rehabilitation \$
- d. Cost per dwelling unit of any residential rehabilitation \$

2. a. State the Redeveloper's estimate of the average monthly rental (*if to be rented*) or average sale price (*if to be sold*) for each type and size of dwelling unit involved in such redevelopment or rehabilitation:

<u>TYPE AND SIZE OF DWELLING UNIT</u>	<u>ESTIMATED AVERAGE</u>	<u>ESTIMATED AVERAGE</u>
	<u>MONTHLY RENTAL</u>	<u>SALE PRICE</u>
	\$	\$

b. State the utilities and parking facilities, if any, included in the foregoing estimates of rentals:

c. State equipment, such as refrigerators, washing machines, air conditioners, if any, included in the foregoing estimates of sales prices:

CERTIFICATION

I (We) CENTER GARAGE ASSOCIATES

certify that this Redeveloper's Statement for Public Disclosure is true and correct to the best of my (our) knowledge and belief.²

Dated: January 10, 1983

Dated: January 10, 1983

CENTER GARAGE ASSOCIATES
Center Garage Development, Inc.,
It's General Partner

CENTER GARAGE ASSOCIATES
By: Peabody Construction Co., Inc., It's
General Partner

Edward A. Fish, President

By: Joseph C. Rettman, Vice-President

536 Granite St., Braintree, MA

536 Granite St., Braintree, MA 02184

Address and ZIP Code 02184

Address and ZIP Code

¹ If the Redeveloper is an individual, this statement should be signed by such individual; if a partnership, by one of the partners; if a corporation or other entity, by one of its chief officers having knowledge of the facts required by this statement.

² Penalty for False Certification: Section 1001, Title 18, of the U.S. Code, provides a fine of not more than \$10,000 or imprisonment of not more than five years, or both, for knowingly and willfully making or using any false writing or document, knowing the same to contain any false, fictitious or fraudulent statement or entry in a matter within the jurisdiction of any Department of the United States.

REDEVELOPER'S STATEMENT OF QUALIFICATIONS AND FINANCIAL RESPONSIBILITY

(For Confidential Official Use of the Local Public Agency and the Department of Housing and Urban Development. Do Not Transmit to HUD Unless Requested or Item 8b is Answered "Yes.")

1. a. Name of Redeveloper: CENTER GARAGE ASSOCIATES

b. Address and ZIP Code of Redeveloper: 536 GRANITE STREET
BRAINTREE, MA 02184

2. The land on which the Redeveloper proposes to enter into a contract for, or understanding with respect to, the purchase or lease of land from

BOSTON REDEVELOPMENT AUTHORITY

(Name of Local Public Agency)

in GOVERNMENT CENTER AREA

(Name of Urban Renewal or Redevelopment Project Area)

in the City of BOSTON, State of MASSACHUSETTS,
is described as follows:

A 1,865 Space Parking Garage Structure

3. Is the Redeveloper a subsidiary of or affiliated with any other corporation or corporations or any other firm or firms? ☒ YES ☐ NO

If Yes, list each such corporation or firm by name and address, specify its relationship to the Redeveloper, and identify the officers and directors or trustees common to the Redeveloper and such other corporation or firm.

Center Garage Associates is a Partnership whose General Partners are Center Garage Development, Inc. and Peabody Construction Co., Inc.

4. a. The financial condition of the Redeveloper, as of June 30, 1982, is as reflected in the attached financial statement.

(NOTE: Attach to this statement a certified financial statement showing the assets and the liabilities, including contingent liabilities, fully itemized in accordance with accepted accounting standards and based on a proper audit. If the date of the certified financial statement precedes the date of this submission by more than six months, also attach an interim balance sheet not more than 60 days old.)

b. Name and address of auditor or public accountant who performed the audit on which said financial statement is based:

Charles E. DiPesa & Company
10 High Street, Boston, MA 02110

5. If funds for the development of the land are to be obtained from sources other than the Redeveloper's own funds, a statement of the Redeveloper's plan for financing the acquisition and development of the land:

(REFER TO LETTER OF INTEREST FROM BANK OF NEW ENGLAND)

6. Sources and amount of cash available to Redeveloper to meet equity requirements of the proposed undertaking:

a. In banks:

NAME, ADDRESS, AND ZIP CODE OF BANK

AMOUNT

\$

(SEE ATTACHED FINANCIAL STATEMENTS)

b. By loans from affiliated or associated corporations or firms:

NAME, ADDRESS, AND ZIP CODE OF SOURCE

AMOUNT

\$

c. By sale of readily salable assets:

DESCRIPTION

MARKET VALUE

\$

MORTGAGES OR LIENS

\$

7. Names and addresses of bank references: John Sullivan, Vice-President, Real Estate Div. Bank of New England, 28 State St., Boston, MA; Josiah P. Huntoon, Jr., Vice-Pres., State Street Bank & Trust Co., 225 Franklin St., Boston, MA; John Ortiz, Vice-Pres., South Shore Bank, 1400 Hancock St., Quincy, MA

8. a. Has the Redeveloper or (if any) the parent corporation, or any subsidiary or affiliated corporation of the Redeveloper or said parent corporation, or any of the Redeveloper's officers or principal members, shareholders or investors, or other interested parties (as listed in the responses to Items 5, 6, and 7 of the Redeveloper's Statement for Public Disclosure and referred to herein as "principals of the Redeveloper") been adjudged bankrupt, either voluntary or involuntary, within the past 10 years? ☐ YES ☒ NO

If Yes, give date, place, and under what name.

b. Has the Redeveloper or anyone referred to above as "principals of the Redeveloper" been indicted for or convicted of any felony within the past 10 years? ☐ YES ☒ NO

If Yes, give for each case (1) date, (2) charge, (3) place, (4) Court, and (5) action taken. Attach any explanation deemed necessary.

9. a. Undertakings, comparable to the proposed redevelopment work, which have been completed by the Redeveloper or any of the principals of the Redeveloper, including identification and brief description of each project and date of completion:

(REFER TO ATTACHED RESUME AND BROCHURE INFORMATION)

- b. If the Redeveloper or any of the principals of the Redeveloper has ever been an employee, in a supervisory capacity, for construction contractor or builder on undertakings comparable to the proposed redevelopment work, name of such employee, name and address of employer, title of position, and brief description of work:

N/A

10. Other federally aided urban renewal projects under Title I of the Housing Act of 1949, as amended, in which the Redeveloper or any of the principals of the Redeveloper is or has been the redeveloper, or a stockholder, officer, director or trustee, or partner of such a redeveloper:

(REFER TO ATTACHED RESUME INFORMATION)

11. If the Redeveloper or a parent corporation, a subsidiary, an affiliate, or a principal of the Redeveloper is to participate in the development of the land as a construction contractor or builder:

- a. Name and address of such contractor or builder:

Peabody Construction Co., Inc.
536 Granite Street
Braintree, MA 02184

- b. Has such contractor or builder within the last 10 years ever failed to qualify as a responsible bidder, refused to enter into a contract after an award has been made, or failed to complete a construction or development contract?

☐ YES ☒ NO

If Yes, explain:

- c. Total amount of construction or development work performed by such contractor or builder during the last three years: \$ _____ .

(SEE EXHIBIT A)

General description of such work:

(SEE EXHIBIT A)

- d. Construction contracts or developments now being performed by such contractor or builder:

IDENTIFICATION OF
CONTRACT OR DEVELOPMENT

LOCATION

AMOUNT
\$

DATE TO BE
COMPLETED

(SEE EXHIBIT A)

e. Outstanding construction-contract bids of such contractor or builder:

HUD-6004
(9-69)

AWARDING AGENCY

AMOUNT

DATE OPENED

\$

(SEE EXHIBIT A)

12. Brief statement respecting equipment, experience, financial capacity, and other resources available to such contractor or builder for the performance of the work involved in the redevelopment of the land, specifying particularly the qualifications of the personnel, the nature of the equipment, and the general experience of the contractor:

(SEE EXHIBIT A)

13. a. Does any member of the governing body of the Local Public Agency to which the accompanying bid or proposal is being made or any officer or employee of the Local Public Agency who exercises any functions or responsibilities in connection with the carrying out of the project under which the land covered by the Redeveloper's proposal is being made available, have any direct or indirect personal interest in the Redeveloper or in the redevelopment or rehabilitation of the property upon the basis of such proposal? ☐ YES ☒ NO

If Yes, explain.

- b. Does any member of the governing body of the locality in which the Urban Renewal Area is situated or any other public official of the locality, who exercises any functions or responsibilities in the review or approval of the carrying out of the project under which the land covered by the Redeveloper's proposal is being made available, have any direct or indirect personal interest in the Redeveloper or in the redevelopment or rehabilitation of the property upon the basis of such proposal? ☐ YES ☒ NO

If Yes, explain.

14. Statements and other evidence of the Redeveloper's qualifications and financial responsibility (*other than the financial statement referred to in Item 4a*) are attached hereto and hereby made a part hereof as follows:

CERTIFICATION

I (We)¹ CENTER GARAGE ASSOCIATES

certify that this Redeveloper's Statement of Qualifications and Financial Responsibility and the attached evidence of the Redeveloper's qualifications and financial responsibility, including financial statements, are true and correct to the best of my (our) knowledge and belief.²

Dated: January 10, 1983

Dated: January 10, 1983

CENTER GARAGE ASSOCIATES

CENTER GARAGE ASSOCIATES

Center Garage Development, Inc., By: Peabody Construction Co., Inc., It's
It's General Partner General Partner

Edward A. Fish, President

By: Joseph C. Rettman, Vice-President

536 Granite St., Braintree, MA

536 Granite St., Braintree, MA 02184

Address and ZIP Code 02184

Address and ZIP Code

¹ If the Redeveloper is a corporation, this statement should be signed by the President and Secretary of the corporation; if an individual, by such individual; if a partnership, by one of the partners; if an entity not having a president and secretary, by one of its chief officers having knowledge of the financial status and qualifications of the Redeveloper..

² Penalty for False Certification: Section 1001, Title 18, of the U.S. Code, provides a fine of not more than \$10,000 or imprisonment of not more than five years, or both, for knowingly and willfully making or using any false writing or document, knowing the same to contain any false, fictitious or fraudulent statement or entry in a matter within the jurisdiction of any Department of the United States.

PROJECT TITLE	LOCATION	CONTRACT AMOUNT	TIME FRAME		IS PROJECT ON SCHEDULE	ANY COMPLAINTS AS TO QUALITY WORKMANSHIP	ANY COMPLAINTS AS TO MANAGEMENT COORDINATION
			START	COMPLETE			
Portsmouth Naval	Kittery, ME	6,160,000	1981	1983	87 Yes	No	No
Andover Schools	Andover, MA	10,822,735	1981	1983	90 Yes	No	No
Chelsea Rehab	Chelsea, MA	2,685,523	1982	1982	93 Yes	No	No
Chelsea Elderly	Chelsea, MA	6,196,641	1981	1982	98 Yes	No	No
MBTA Overhaul Shop	Everett, MA	9,007,135	1981	1983	79 Yes	No	No
Farnsworth House	Jamaica Plain,MA	3,337,485	1981	1982	98 Yes	No	No
Tucks Point	Beverly, MA	2,750,000	1982	1983	74 Yes	No	No
Lampighter Village	Canton, MA	2,700,000	1982	1982	99 Yes	No	No
MBTA Suffolk Downs	Boston, MA	2,533,675	1982	1983	8 Yes	No	No
Dorchester House	Dorchester,MA	3,633,142	1982	1983	66 Yes	No	No
St. Alfio's	Lawrence, MA	6,149,693	1982	1983	25 Yes	No	No
Cefalo Memorial	Melrose, MA	4,346,785	1982	1983	8 Yes	No	No
Sterling House	Athol,MA	2,175,000	1982	1983	2 Yes	No	No
Oxford Street	Boston, MA	1,940,000	1982	1983	11 Yes	No	No

(EXHIBIT A)

See 11.6 for Project Owners and Designers

11.6 Contracts in Process
Owners and Designers

PROJECT TITLE LOCATION	PROJECT OWNER ADDRESS AND PHONE NO.	DESIGNER ADDRESS AND PHONE NO.
He Shop - 3rd Increment Mouth Naval Shipyard ry, ME	Dept. of Navy Northern Division Naval Facilities Engineer- ing Command, Building 77L U.S. Naval Base Philadelphia, PA 19112 (215)-755-3977	Giffels Associates, Inc. 25200 Telegraph Road Southfield, MI 48037 (207)-439-1000
er Schools er, MA 01810	Town of Andover Andover, MA 01810 475-5560	Perley F. Gilbert Associ: 134 Middle St. Lowell, MA 01852 454-7776
sea Hospital Rehab. sea, MA	Chelsea Village Assoc. 536 Granite St. Braintree, MA 02184 348-4442	Boston Architectural Team 184 High St. Boston, MA 02110 423-2030
sea Elderly sea, MA	Chelsea Elderly Housing Associates 536 Granite St. Braintree, MA 02184 348-4442	Chia Ming Sze Architect 326 A St. Boston, MA 02110 451-2727
T.A. Overhaul Shop roadway ett, MA 02149	Mass. Bay Transportation Authority 30 Broadway Everett, MA 02149 722-5233	Knight, Bagge & Anderson 73 Tremont St. Boston, MA 02108 227-6602
sworth House ica Plain, MA 02130	The Charles H. Farnsworth Housing Corp. South Street Jamaica Plain, MA 02130 522-7230	Chia Ming Sze Architect 326 A St. Boston, MA 02110 451-2727

Contracts in Process
Owners and Designers

PROJECT TITLE LOCATION	PROJECT OWNER ADDRESS AND PHONE NUMBER	DESIGNER ADDRESS AND PHONE NUMBER
s Point rly, MA 01915	One Beverly Development 40 Humphrey St. Swampscott, MA 01907 264-3420	Steffian & Bradley Assoc 66 Canal St. Boston, MA 02114 227-6520
lighter Village ecoach Way on, MA 02021	Nage Housing Inc. 11 Beacon St. Boston, MA 02108 742-3772	E.M.Doheny Associates 39 Carr St. Duxbury, MA 02332 837-3626
Suffolk Downs on, MA	Mass. Bay Transportation Authority 80 Broadway Everett, MA 02149 722-5233	Lozano, White and Associ 30 Brattle St. Cambridge, MA 02138 868-6344
chester Senior Housing chester, MA	Dorchester Housing Associates 536 Granite St. Braintree, MA 02184 848-4442	Stekalovsky & Hoit, Inc. 51 North St. Hingham, MA 02043 749-4160
Alfio's Villa ence, MA	Common Street Associates 6 Essex St. Lawrence, MA 227-7870	Gelardin/Bruner Cott, Inc 75 Cambridge Parkway Cambridge, MA 02142 492-8400
ilo Memorial Complex ose, MA	Floral Associates 245 W. Wyoming Ave. Melrose, MA 02176 665-1629	JSA, Inc. 104 Congress St. Portsmouth, NH 03801 603-436-2551
ling House ol, MA	Sterling House Associates 175 Andover St. Danvers, MA 01923 774-0025	Urban Design Team, Inc. 44 Burroughs St. Jamaica Plain, MA 02130 646-9136
ord Street Housing ton, MA	Oxford Place Associates 31 Beach St. Boston, MA 02111 482-1011	John Sharratt Associates 35 Fenwood Road Boston, MA 566-3038

PROJECT TITLE	LOCATION	CONTRACT AMOUNT	OWNER	DESIGNER	TIME FRAME	DID YOU MEET PROJ. DEADLINE	ANY COMPLAINTS AS TO QUALITY AS TO MGMT. OR WORKMANSHIP COORDINATION
N. Andover Homes	N. Andover, MA	8,000,000	N. Andover Homes, Inc.	Goody, Clancy & Associates	1978 1980	Yes	No
Winter Valley	Milton, MA	3,700,000	Winter Valley Residences Inc.	Arthur Hacking & Associates	1978 1980	Yes	No
MBTA Station/Garage	Braintree, MA	9,161,024	Mass. Bay Transportation Authority	Parsons, Brinkerhoff Quade & Douglas, Inc.	1977 1980	Yes	No
Casa Maria	Boston, MA	2,700,000	Casa Mario Housing Corp.	Stephen Tise & Associates	1979 1980	Yes	No
Dock Square Garage	Boston, MA	5,500,000	Dock Square Parking Associates	Desmond & Lord Inc.	1979 1980	Yes	No
Bixby-Goldthwaite	Brockton, MA	3,300,000	Brockton Center Associates	Endevor, Inc.	1979 1980	Yes	No
Sears Retail Building	Braintree, MA	5,428,000	Sears, Roebuck & Co.	Welton Becket Assoc.	1979 1980	Yes	No
Old Town Apartments	Cincinnati, Ohio	6,500,000	Old Town Apts. Ltd.	Thomas F. Cole, AIA Architect	1979 1981	Yes	No
Town Brook Apts.	Quincy, MA	5,500,000	Wollaston Evangelical Lutheran Church	George Earl Ross Architect	1979 1981	Yes	No
Borden Street	Fall River, MA	10,100,000	Borden Street Associates	Chia Ming Sze Architect, Inc.	1979 1981	Yes	No
S. Main Place	Fall River, MA	2,405,180	South Main Place Associates	Chia Ming Sze Architect, Inc.	1980 1981	Yes	No
Fairhaven Village	Fairhaven, MA	6,700,000	Fairhaven Village Associates	Sellew, Doherty & Shesky, Inc.	1980 1981	Yes	No

PROJECT TITLE	LOCATION	CONTRACT AMOUNT	OWNER	DESIGNER	TIME FRAME	DID YOU MEET PROJ. DEADLINE	ANY COMPLAINTS AS TO QUALITY AS TO HGMT. OR WORKMANSHIP COORDINATION
Adams Templeton	Dorchester, MA	2,823,482	Ad-Temp Associates	Boston Architectural Team, Inc.	1980 1981	Yes	No
Bellflower Apts.	Dorchester, MA	4,510,000	Boston Housing Authority	Charles G. Hilgenhurst & Associates	1980 1981	Yes	No
Cushing Residences	Hanover, MA	5,927,903	Cushing Residences, Inc.	George Earl Ross Architect, Inc.	1980 1981	Yes	No
Mt. Pleasant Apts.	Somerville, MA	2,389,200	Perkins Street Associates	Sellew, Doherty & Sheskey, Inc.	1980 1981	Yes	No
Harbor Loft	Lynn, MA		Harbor Loft Associates	Childs, Bertman, Tseckares & Casendino	1980 1981	Yes	No
Vamp Building-Phase II	Lynn, MA	6,984,370	Harbor Loft Associates	Childs, Bertman Tseckares & Casendino	1982 1982	Yes	No
Bixby II	Brockton, MA	2,483,194	Bixby II Associates	Bermeyer & Associates Inc.	1981 1982	Yes	No
Market Hill	Lowell, MA	9,475,844	Market Hill Associates	Anderson, Hotter, Finegold, Inc.	1980 1982	Yes	No

VI

11.8 All Construction projects completed in the past five years
or the twenty most recently completed

<u>PROJECT</u>	<u>OWNER'S REPRESENTATIVE</u>	<u>DESIGNER'S REPRESENTATIVE</u>
NO. Andover Homes	John G. Dolan, Jr. Archdiocese of Boston 25 Union St. Boston, MA 02108 227-2200	Edward Talanian Goody, Clancy & Associate: 334 Boylston St. Boston, MA 02116 262-2760
Winter Valley	Frank W. Knowlton, Jr. Winter Valley Residences Unquity House-30 Curtis Road Milton, MA 02187 698-3005	Arthur Hacking Assoc. Inc 66 Long Wharf Boston, MA 02110 272-7311
M.B.T.A. Braintree Station/Garage	R.D. Mackay M.B.T.A. 500 Arborway Jamaica Plain, MA 02130 722-3498 722-3356	Robert B. Burlin Parsons, Brinckerhoff, Quade & Douglas, Inc. 177 Milk St. Boston, MA 02109 426-7330
Casa Maria	Edward Marchant Greater Boston Comm. Dev. 79 Milk St. Boston, MA 02109 482-6553	Mark Wilhelm Stephen Tise & Associates 1330 Beacon St. Brookline, MA 02146 731-1110
Dock Square Garage	James F. Sullivan, Esq. One Boston Place Suite 1026 Boston, MA 02108 742-0112	Maarten Henkes Desmond & Lord, Inc. 148 State St. Boston, MA 02109 742-5440
Bixby Goldthwaite	Gilbert V. Boro Endavor, Inc. 77 N. Washington St. Boston, MA 02114 523-7040	Miguel-Gomez-Ibanez Endavor, Inc. 77 N. Washington St. Boston, MA 02114 523-7040
Sears Retail Building	Joseph Mastra Sears, Roebuck & Co. 555 E. Lancaster Ave. St. Davids, PA 19087 215-293-2176	Dennis Klinicki Welton Beckett Associates 200 West Monroe St. Chicago, Illinois 60606 312-346-4660
Old Town Apartments	Phillip Singleton Crowninshield Corp. 18 Crowninshield Corp. Peabody, MA 01960 599-7900	Thomas F. Cole 2419 Bauer Road Batavia, OH 45103 513-732-2227
Townbrook Apartments	Rev. Frank J. Bauer Ferro House 540 Hancock St. Quincy, MA 773-5483	George Earl Ross 375 Granite St. Braintree, MA 848-3732

- . 11.8 All construction projects completed in the past five years or the twenty most recently completed.

PROJECT	OWNER'S REPRESENTATIVE	DESIGNER'S REPRESENTATIVE
Borden Street	Phil Roderick Peabody Properties 536 Granite St. Braintree, MA 02184 848-4442	Myron Hartford Chia Ming Sze Archirect, Inc. 326 A St. Boston, MA 02110 451-2727
South Main Place	Phil Roderick Peabody Properties	Myron Hartford Chia Ming Sze Architect, Inc.
Fairhaven Village	Edward J. McCormack McCormack & Zimble 225 Franklin St. Boston, MA 02110 482-1400	Gerarl R. Doherty Smith, Sellew & Doherty 1200 Hancock St. Quincy, MA 02169 471-8131
Adams/Templeton	Phil Roderick Peabody Properties	Andre Sarsone Boston Architectural Team 184 High St. Boston, MA 02110
Bellflower Apartments	Thomas P. Shanley Peabody Construction Co., Inc. 536 Granite St. Braintree, MA 02184 848-2680	Jeff Pond Charles C. Hilgenhurst Assoc. 148 State St. Boston, MA 02109 532-1770
Cushing Residences	John Shyne Cardinal Cushing School Old Washington St. Hanover, MA 02339 826-6379	George Earl Ross 375 Granite St. Braintree, MA 02184 848-3732
Mt. Pleasant Apartments	Phil Roderick Peabody Properties	Gerald R. Doherty Smith, Sellew & Doherty 1200 Hancock St. Quincy, MA 02169 471-8131
Harbor Loft	Phillip Singleton Harbor Loft Associates 18 Crowninshield St. Peabody, MA 01960 599-7900	Childs, Bertman, Tseckares & Casendino 306 Dartmouth St. Boston, MA 02116
Vamp Building - Phase II	Phillip Singleton Harbor Loft Associates	Childs, Bertman, Tseckares & Casendino
Bixby II	Gilbert V. Boro Bixby II Associates 77 N. Washington St. Boston, MA 02114 523-7040	Gilbert V. Boro Endevor, Inc. 77 N. Washington St. Boston, MA 02114 523-7040

- . 11.8 All construction projects completed in the past five years or the twenty most recently completed.

<u>PROJECT</u>	<u>OWNER'S REPRESENTATIVE</u>	<u>DESIGNER'S REPRESENTATIVE</u>
Market Mill	Phil Roderick Market Mill Associates 536 Granite St. Braintree, MA 02184 848-2680	Peter E. Bullis Anderson, Notter, Finegold, Inc. 77 N. Washington St. Boston, MA 02114 227-9272

VIII FINANCIAL STATEMENT

PEABODY CONSTRUCTION CO., INC. AND SUBSIDIARIES

CONSOLIDATED BALANCE SHEET

YEARS ENDED JUNE 30, 1982 AND 1981



CHARLES E. DI PESA & CO.

CERTIFIED PUBLIC ACCOUNTANTS

10 HIGH STREET
BOSTON, MASS. 02110
617-423-3555

CHARLES E. DI PESA, C. P. A.
WILLIAM F. DI PESA, C. P. A.
JOHN F. OTERI, C. P. A.

October
15
1982

Board of Directors
Peabody Construction Co., Inc.
and Subsidiaries
536 Granite Street
Braintree, Massachusetts 02184

Re: Auditor's Report -
Certified Balance Sheet

Gentlemen:

We have examined the Consolidated Balance Sheet of Peabody Construction Co., Inc. and Subsidiaries as of June 30, 1982 and 1981. Our examination was made in accordance with generally accepted auditing standards and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, the accompanying Consolidated Balance Sheet presents fairly the financial position of Peabody Construction Co., Inc. and Subsidiaries as of June 30, 1982 and 1981 in conformity with generally accepted accounting principles consistently applied.

Respectfully submitted,

CHARLES E. DI PESA & CO.

William F. DiPesa
Certified Public Accountant

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PEABODY CONSTRUCTION CO., INC. AND SUBSIDIARIES

BALANCE SHEET

JUNE 30, 1982 AND 1981

ASSETS

	<u>June 30,</u>	
	<u>1982</u>	<u>1981</u>
<u>CURRENT ASSETS</u>		
Cash and Certificates of Deposit (Note 3)	\$11,201,749	\$ 4,156,220
Investments - Commercial Paper (Note 3)	-	2,440,000
Accounts Receivable (Note 4)		
Contracts	6,269,005	5,766,205
Retainages	2,782,296	3,742,031
Trade and Other	516,477	510,972
Unbilled Work in Process	-	82,110
Costs and Estimated Earnings in Excess of Billings on Uncompleted Contracts	326,669	247,974
Pre-Construction Advances - Current	61,776	229,125
Loans and Notes Receivable (Note 5)	628,298	629,265
Prepaid Expenses and Other Items	187,993	449,278
<u>TOTAL CURRENT ASSETS</u>	<u>21,974,263</u>	<u>18,253,180</u>
<u>OTHER ASSETS</u>		
Investments in and Advances to Affiliates (Note 6)	307,778	183,291
Loans and Notes Receivable	342,830	648,843
Cash Value - Officers Life Insurance	207,950	180,162
Pre-Construction Advances and Other Items	91,693	-
<u>TOTAL OTHER ASSETS</u>	<u>950,251</u>	<u>1,012,296</u>
<u>PROPERTY AND EQUIPMENT</u>		
Land	38,220	748,814
Building and Improvements	321,319	4,784,994
Transportation Equipment	358,934	326,193
Furniture, Fixtures and Equipment	179,024	178,610
<u>Totals</u>	897,497	6,038,611
Accumulated Depreciation	475,174	1,693,938
<u>TOTAL PROPERTY AND EQUIPMENT</u>	<u>422,323</u>	<u>4,344,673</u>
<u>TOTAL ASSETS</u>	<u>\$23,346,837</u>	<u>\$23,610,149</u>

The accompanying notes are an integral part
of these financial statements.

PEABODY CONSTRUCTION CO., INC. AND SUBSIDIARIES

BALANCE SHEET

JUNE 30, 1982 AND 1981

LIABILITIES, DEFERRED CREDITS AND STOCKHOLDERS' EQUITY

	<u>June 30,</u>	
	<u>1982</u>	<u>1981</u>
<u>CURRENT LIABILITIES</u>		
Mortgage Payable (Note 7)	\$ -	\$ 20,618
Notes Payable (Note 8)	-	390,000
Accounts Payable		
Subcontractors	7,587,326	4,963,932
Retainages	2,515,546	3,763,665
Trade	421,431	438,069
Billings in Excess of Costs and Estimated Earnings on Uncompleted Contracts	2,918,178	3,277,197
Accrued Expenses	210,723	263,708
Income Taxes Payable (Note 9)	609,708	545,831
Due to Affiliates	168,261	216,500
Deferred Income Taxes (Note 11)	1,093,793	1,231,569
<u>TOTAL CURRENT LIABILITIES</u>	<u>15,524,966</u>	<u>15,111,089</u>
<u>LONG-TERM DEBT</u>		
Mortgage Payable	-	3,277,787
Note Payable	-	500,700
Loan Payable (Note 10)	122,085	84,280
<u>TOTAL LONG-TERM DEBT</u>	<u>122,085</u>	<u>3,862,767</u>
<u>OTHER LIABILITIES AND DEFERRED CREDITS</u>		
Deferred Income Taxes (Note 11)	980,505	549,062
Other Items	72,475	127,305
<u>TOTAL OTHER LIABILITIES AND DEFERRED CREDIT</u>	<u>1,052,980</u>	<u>676,367</u>
<u>STOCKHOLDERS' EQUITY</u>		
Capital Stocks	250,000	250,000
Retained Earnings	6,396,806	3,709,926
<u>TOTAL STOCKHOLDERS' EQUITY</u>	<u>6,646,806</u>	<u>3,959,926</u>
<u>TOTAL LIABILITIES, DEFERRED CREDITS AND STOCKHOLDERS' EQUITY</u>	<u>\$23,346,837</u>	<u>\$23,610,149</u>

PEABODY CONSTRUCTION CO., INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 1982 AND 1981

Note 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

- a. Principles of Consolidation - The consolidated financial statements include the accounts of the Company and all of its wholly owned subsidiaries. All significant intercompany accounts and transactions have been eliminated.
- b. Investments in Affiliates (partnerships) - The Company uses the equity method of accounting for its investments in partnerships. Earnings and losses are recognized as they occur, except that losses are deducted only to the extent of the Company investment. Deferred income taxes are provided on the excess of losses over the Company investment in those entities.
- c. Long-Term Contracts - Revenues from construction contracts are recognized on the percentage of completion method measured by the costs incurred to date to total estimated costs for each contract.

Contract costs include all direct material, labor, subcontractor, and all other costs which are directly attributable to the contract. Indirect costs related to contract performance, such as indirect labor, supplies, tools, yard expenses, etc. are allocated utilizing current years revenues. Provision for estimated losses on uncompleted contracts are made in the period in which such losses are determined.

The asset account, "Costs and estimated earnings in excess of billings on uncompleted contracts", represents revenues recognized in excess of amounts billed. The liability account, "Billings in excess of costs and estimated earnings on uncompleted contracts", represents billings in excess of revenues recognized.

PEABODY CONSTRUCTION CO., INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 1982 AND 1981

- d. Property and Equipment - Property and equipment are stated at cost. Depreciation is provided using both the straight-line and accelerated methods over the estimated useful lives. The estimated useful lives are:

Building and Improvements	20-26 Years
Transportation Equipment	3-5 Years
Furniture and Equipment	5-10 Years
Equipment	4-5 Years

Major additions to property or equipment are capitalized, whereas normal repairs and maintenance are expensed currently.

Depreciation for the years ended June 30, 1982 and 1981 was \$89,030 and \$299,598, respectively.

- e. Allocation of Indirect Job Costs - All construction costs are directly allocated to the Jobs except for yard costs which are allocated on current years revenues. For the years ended June 30, 1982 and 1981 yard costs were \$86,888 and \$79,895, respectively.
- f. Income Taxes - Deferred income taxes are provided for principally because of timing differences in the reporting of income and losses.

The provision arises principally because partnership losses which exceeded the Company's investments are deducted for tax return purposes only. Construction contracts are reported for tax purposes on the completed-contract method and for financial statement purposes on the percentage-of-completion method.

PEABODY CONSTRUCTION CO., INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 1982 AND 1981

Note 2 - CHANGES IN ACCOUNTING

Effective July 1, 1981, the Company elected to change its method of accounting for its long-term construction contracts from the completed contract method to the percentage of completion method. This election was initiated by the Statement Of Position, Accounting For Performance of Construction - Type Contracts, which became effective July 1, 1981.

The comparative financial statements have been restated for both years. The effect of the change in 1982 and 1981 was to increase net income by \$417,107 and \$599,065, respectively.

Note 3 - SHORT-TERM INVESTMENTS

The Company has a cash investment program which provides for the investment of excess cash in short-term investments. Temporary investments consist of commercial paper and certificates of deposit. The Company investments are stated at cost and they all mature within ninety (90) days.

Note 4 - ACCOUNTS RECEIVABLE

The accounts receivable due from construction contracts for the years ended June 30, 1982 and 1981 are as follows:

	<u>Unbilled Contracts</u>			
<u>June 30, 1982</u>	<u>Work</u>	<u>Receivable</u>	<u>Retainage</u>	<u>Totals</u>
Completed Contracts	\$ -	\$ 198,712	\$1,214,164	\$1,412,876
Contracts in Process	-	6,070,293	1,568,132	7,638,425
<u>Totals</u>	\$ -	\$6,269,005	\$2,782,296	\$9,051,301
Collections to date of this report				\$6,523,693
<u>June 30, 1981</u>				
Completed Contracts	\$ -	\$2,705,427	\$1,041,717	\$3,747,144
Contracts in Process	82,110	3,060,778	2,700,314	5,843,202
<u>Totals</u>	\$82,110	\$5,766,205	\$3,742,031	\$9,590,346
Collections to date of last years report (9/30/81)				\$4,870,082

PEABODY CONSTRUCTION CO., INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 1982 AND 1981

Note 5 - LOANS AND NOTES RECEIVABLE

Loans receivable are principally due from limited partnerships in which subsidiaries are corporate general partners. The amounts represent advances to fund cash requirements of various projects during the construction phase. These loans will be repaid at final endorsement of the project mortgage or from syndication proceeds.

Note 6 - INVESTMENTS IN AND ADVANCES TO AFFILIATES

The Company accounts for its investments in partnerships on the equity method of accounting. Partnership losses which exceed the investment balances are deducted for tax return purposes only, and a deferred income tax provision is provided for any excess losses utilizing the current federal and state income tax rates.

Note 7 - MORTGAGE PAYABLE

On July 17, 1981, the Company's 97% owned partnership sold its 12-story apartment building for \$6,050,000. Subsequently, the partnership, 77 Adams Place Company liquidated the first mortgage with Freedom Federal Savings and Loan Association. The partnership received a \$2,250,000 Note from the buyer which was paid in full prior to June 30, 1982.

Note 8 - NOTES PAYABLE

As of June 30, 1981, the Company was liable on two notes payable totaling \$890,700. During the year, the Company liquidated in full both notes, one of which was due to the South Shore Bank for \$740,700 and the other to Brockton Centre Associates for \$150,000.

PEABODY CONSTRUCTION CO., INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 1982 AND 1981

Note 9 - FEDERAL AND STATE INCOME TAXES PAYABLE

The Company files a consolidated income tax return with its wholly owned subsidiaries. The Company's federal and state income tax liabilities are \$457,916 and \$151,792, respectively which are net of prepayments of \$1,100,000 and \$304,000.

Investment tax credits are accounted for on the "flow-through" method which reduces the tax expense in the year in which the assets giving rise to the credits are placed in service. Investment tax credits for the year ended June 30, 1982 were \$9,601.

Note 10 - LOAN PAYABLE

As of June 30, 1982, the Company has borrowed \$122,085 against the cash surrender value of the Officers Life Insurance. The Company is liable to the following Insurance Companies:

<u>Company</u>	<u>Rate</u>	<u>Amount</u>
Crown Life Insurance Company	6%	\$ 84,280
New England Life Insurance Co.	5%	<u>37,805</u>
<u>Total</u>		<u>\$122,085</u>

Note 11 - DEFERRED INCOME TAXES

The deferred income tax provision for the years ended June 30, 1982 and 1981 is \$121,161 and \$1,201,218, respectively, thereby accumulating balances of \$2,074,298 and \$1,780,631 as of June 30, 1982 and 1981. This accumulated provision arises principally because partnership losses exceeded the Company's investment basis in those entities and the difference in methods used for accounting of construction contracts.

During the year the Company acquired a new subsidiary which had a deferred income tax balance of \$172,506.

PEABODY CONSTRUCTION CO., INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 1982 AND 1981

Note 12 - CONTINGENCIES

In January 1982, the Company received a report of an Internal Revenue Service Examining Officer proposing adjustments to the Company's taxable income for the years 1978 and 1979. The Company has filed a protest to the proposed adjustments and is currently negotiating its position at the Appellate level.

The Internal Revenue Service is also in the process of examining the Company's Federal income tax returns for the years 1980 and 1981. This examination is still in process as of this statement date.

Note 13 - EXTRAORDINARY ITEMS

During the year, the Company's 97% owned partnership sold its 12-story apartment building and subsequently liquidated the partnership entity for a net gain of \$1,507,892 which is net of applicable income taxes of \$554,877.

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